

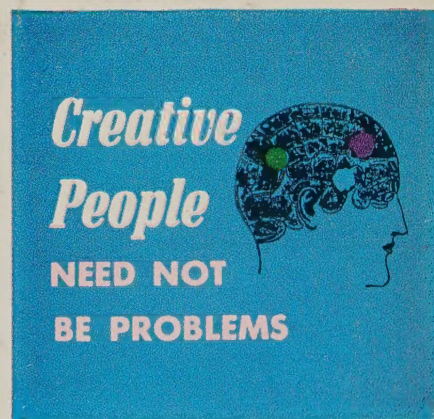
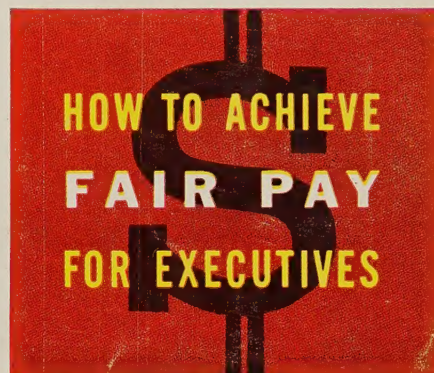
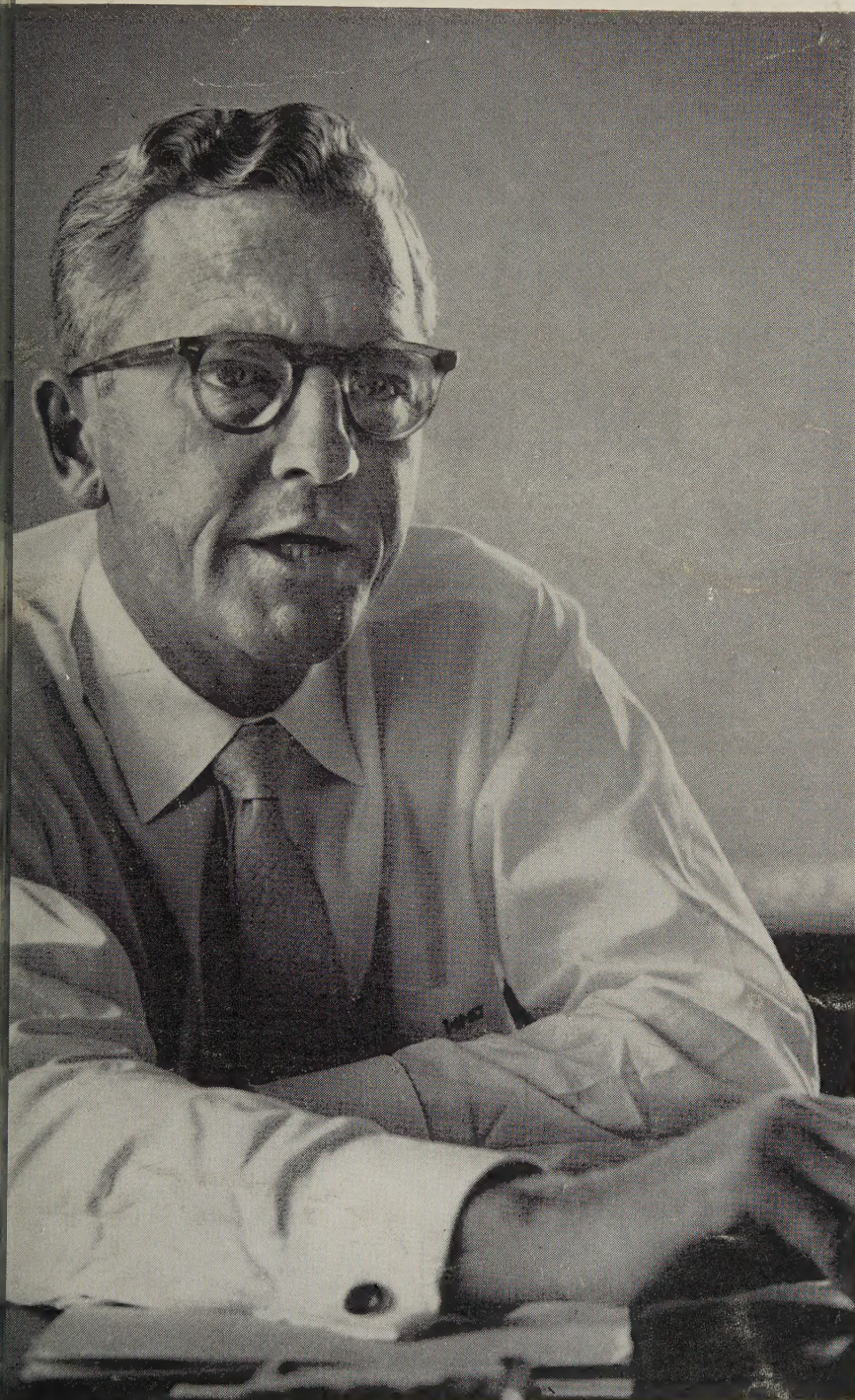
Management

FEB 11 1960

METHODS
LIBRARY OF PETER F. DRUCKER

NOVEMBER 1959

CRITICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



man of Twin Coach Co. tells—
w to make a merger

SEE COMPLETE
CONTENTS ON
PAGE 3

take the **fumble** out of your filing

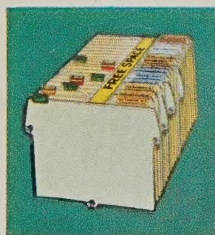


file the Globe-Wernicke way

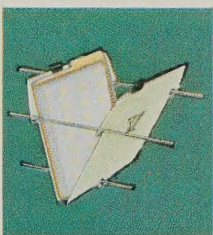
The record you want in a hurry gets to your desk in seconds with Globe-Wernicke filing cabinets and Safeguard Filing System. You'll experience a world of difference when you see how efficiently Safeguard will streamline your filing operation. G/W systems speed finding, reduce costly errors, and lower your clerical costs. Your office personnel can learn these systems expertly in minutes. You'll never be at the mercy of a one-man system or a changing clerical staff.

This new concept in record-keeping organization will pay you a handsome dividend over the years. At the same time you'll enhance the appearance of your office with metal filing cabinets of functional beauty and unusual durability. (Choose your favorite color in a G/W decorator finish.) Call your G/W dealer*. He'll be happy to show you all the advantages of keeping records "the Globe-Wernicke way." Write Dept. F-11.

*Listed in Yellow Pages under "Office Furniture"



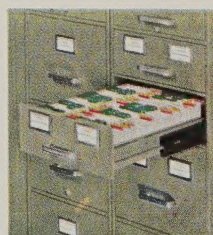
Simply Arranged
Primary guides and folders in production line positions simplify filing motions. Auxiliary guides in "Free Space" permit expansion without disturbing arrangement.



Exclusive Tri-Guard
3-point guide suspension eliminates waste motions. Finger touch creates "V" pocket for full view of records. Triple support automatically adjusts drawer contents.



Safeguard Systems
Five widely used Systems available. Alphabetic, Subject, Numeric, and Geographic. Selective tab positions reduce filing motions.



Safeguard Card Record Systems
Angular celluloid tabbed guides are color-keyed for high reference visibility. System is readily expandable for any card record needs.

Globe-Wernicke
makes business
a pleasure



GLOBE-WERNICKE

THE GLOBE-WERNICKE CO.

CINCINNATI 12, OHIO

(Circle No. 132 for more information)



MERCHANTS ACCOUNTING & TAX SERVICE of Toledo, Ohio, one of the state's largest accounting services.



CARL E. ZERNER, owner of Merchants Accounting & Tax Service, Toledo, Ohio.



THE NATIONAL ACCOUNTING SYSTEM offers considerable savings in servicing the accounts of over 1200 Ohio businessmen.

"Our *National* System
saves us \$6,500 a year...
pays for itself every 11 months."—**Merchants Accounting & Tax Service**
Toledo, Ohio

"Our three National Accounting Machines enable us to give fast, efficient service to over 1200 leading businessmen in Ohio," writes C. E. Zerner, owner of Merchants Accounting & Tax Service. "Since installing our first National Accounting Machine—Class 31—in 1951, and the addition of two National machines in 1953 and 1958 respectively, we have almost doubled our volume output during the rush periods.

"Thanks to the wide variety of information that is quickly made available by our National System, we enjoy substantial savings on our bookkeeping costs. Also our billing procedures are completed with a speed and accuracy

not possible with other methods. And, of course, this saves us time and money.

"We heartily recommend the use of Nationals by any Accounting Service Organization. Our records show that our National System saves us \$6,500 a year and pays for itself every 11 months."

Carl E. Zerner

owner of

Merchants Accounting & Tax Service

Your business, too, can benefit from the time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit.



"TRADE MARK REG. U. S. PAT. OFF.

National*

ACCOUNTING MACHINES

ADDING MACHINES • CASH REGISTERS

NCR PAPER (NO CARBON REQUIRED)

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 75 YEARS OF HELPING BUSINESS SAVE MONEY

(Circle number 143 for more information)

Mail Coupon Today
FOR FREE BROCHURE

*"Why So Much Industry Prefers to
Locate in Debt-Free Indiana"*

DIRECTOR, INDIANA DEPARTMENT OF COMMERCE
333-G, STATE HOUSE
INDIANAPOLIS, INDIANA

Dear Sir:

Please send me a copy of your new 40-page brochure.

NAME _____

ADDRESS _____

CITY _____

STATE _____

WHY *debt-free* INDIANA

LEADS THE NATION IN
NEW-PLANT CONSTRUCTION
per capita

FOR THE 6th STRAIGHT YEAR!

RIGHT-TO-WORK LAW!

The first such law enacted (and *kept!*) by a major industrial state.

NO CORPORATION TAX!

No manufacturer's tax! *No* value-added tax!
No net worth tax! *No* penalty tax! *No* "use"
tax! *No* sales tax! *No* "nuisance" tax!

ONLY ONE TAX-RATE INCREASE IN 28 YEARS!

Other state and local spending is increasing 37% faster than revenue. But in Indiana we live *within* our income!

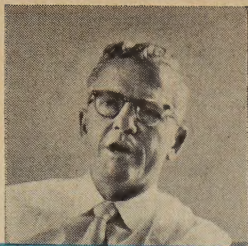
NO STATE DEBT!

Indiana is one of only 16 states still living within their income (as against 47 in 1946). Indiana has *none* of the \$60 billion state and local debt (which was only \$16 billion in 1946). Since Indiana's constitution *forbids* bonded state debt, our new industries don't pay yesterday's bills!

CENTER OF EVERYTHING!

National *manufacturing* center, *market* center, *sales* center, *shipping* center, *distribution* center, *warehousing* center, *population* center!

(Circle number 137 for more information)



NOVEMBER 1959

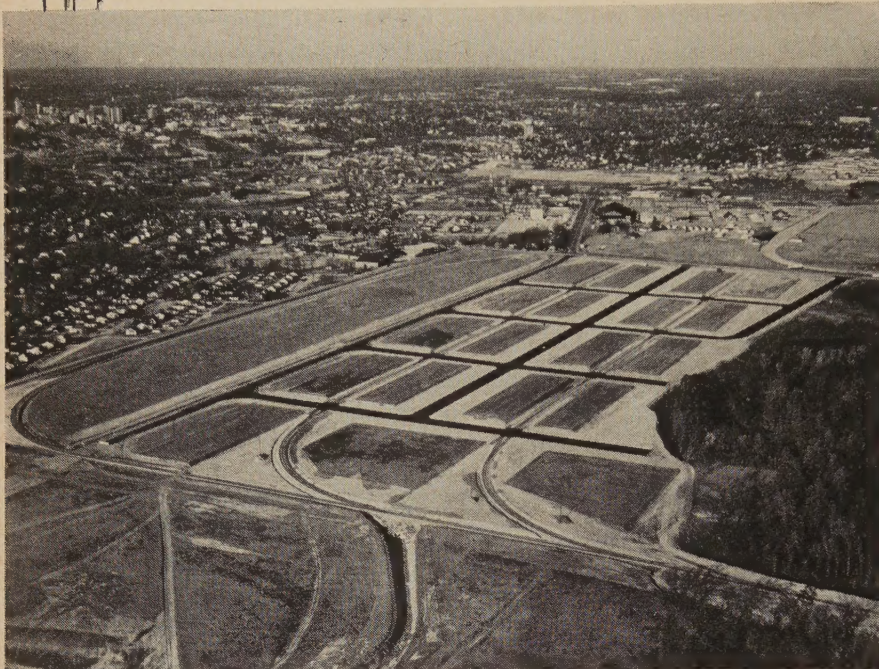
Contents

Workshop for management—practical ideas you can use right now.....	29
<i>This round-up of ideas—based on experiences of firms throughout the country—tells you how to cut costs, save time, build sales and profits.</i>	
How to make a merger.....	36
<i>You can achieve huge results by merger. But it's how you do it that counts. These guides will steer your thinking in the methods of merger.</i>	
How to rate the social status of your company.....	42
<i>Your community measures your worth by various yardsticks. Here's one way to figure out how desirable your company is to the community.</i>	
How to get new business from old accounts.....	44
<i>Current customers are your biggest and best prospects. Here are simple but imaginative ways to get customers to buy more, more often.</i>	
Sharpen management with data processing.....	47
<i>You make a mistake if you think of data processing as just a clerical time saver. Here's how to use it to sharpen executive decisions.</i>	
How to achieve equitable pay for executives.....	53
<i>Executive compensation is a key problem. Here is a well reasoned, three-step approach that you can adopt to equitably solve the problem.</i>	
Relaxed mood in the president's office.....	61
<i>This chief executive's pleasant, bright office reflects his own warm, informal personality—in his home away from home.</i>	
Delegation: help or hindrance?.....	64
<i>Delegation can free you from trivial detail, but it may create more snarls than it untangles. Consider these pointers to avoid delegation pitfalls.</i>	
How to get more files into present filing space.....	72
<i>One firm's files were eating up space and blocking efficiency. Here's how a streamlined filing method cut filing space needs by 40%.</i>	
That repeat writing is killing your profits.....	77
<i>When identical data is retyped again and again, the cost is pure waste. Often, copying equipment can eliminate that waste. These cases show how.</i>	
How to get profits—not problems—from creative people.....	91
<i>Creativity can mean pure profits for your company—without headaches. But you have to create the right climate for your creative people. Here's how.</i>	

Departments and short features

Yours for the asking	14	Business electronics	84
Do you know the law?	17	Index to advertisers	107
Thought starters	67	Reader Service Card	op. pg. 108

Cut Location Costs!



Build in This Planned Industrial District in the Southeast Coastal 6!

Save construction time and money! Build in this *planned* industrial district in Columbia, South Carolina—major distribution point to the prospering markets of the Southeast Coastal 6.

Developed by Atlantic Coast Line, this park-like tract is ideal for warehousing and light manufacturing. Contains 19 pre-graded sites ranging from one to 20 acres, with paved streets, rail sidings and utilities adjacent to each. Immediate access to downtown Columbia; relaxed suburban living; excellent recreational and educational facilities.

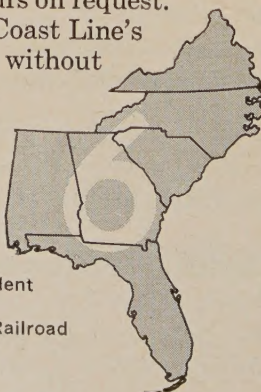
Complete details on this or other desirable industrial locations in the Coastal 6 are yours on request. A wire, letter, or phone call will put Coast Line's industrial specialists to work for you without delay. All inquiries held confidential.

...serving the Coastal 6!

**ATLANTIC
COAST LINE
RAILROAD**

Direct inquiries to:

R. P. JOBB
Assistant Vice-President
Department M-119
Atlantic Coast Line Railroad
Wilmington, N. C.



(Circle number 108 for more information)

Management

METHOD

Volume 17

Number

22 West Putnam Ave., Greenwich, Conn.

Publisher

Jerome W. Harris

President

William S. Kline

EDITORIAL STAFF

Editor: R. R. Conarroe
Managing Editor: Paul Abramson
Ass't Managing Editor: Virginia E. Ray
Feature Editor: Theodore C. Boytas
Associate Editors: Alice Honore Drew
Kent McKamy
Art Director: Laurence Lustig
Associate Art Director: Joan Longnecker
Editorial Consultant: Leslie M. Slose
Production Manager: Edith F. Hulley

BUSINESS STAFF

Business Manager: Edwin D. Kline
Circulation Manager: Al Novy
Sales Promotion Mgr.: Frederick L. Bunting

Advertising Offices

New York 141 East 44th Street, MU 7-0583. Executive Division Manager—Gil Hand; Director of Sales Development—Thomas F. Mortell; Harrison M. Rollins; Joseph Hanson; Donald R. Buckner

Chicago 612 North Michigan Avenue, Del 7-0111. Western Division Manager—William S. Hutchings; Alfred A. Spelbrink; John Hynes; Bill Murray

Los Angeles The Robert W. Walker Co., 730 South Western Avenue, Dunkirk 7-4388

San Francisco The Robert W. Walker Co., 57 Post Street, Sutter 1-5568

Houston Ralph Runnels, 5210 Morningside Drive, Jackson 4-6633

A publication of

MANAGEMENT MAGAZINES, Inc.

22 West Putnam Avenue, Greenwich, Conn.
Townsend 9-8585

President, W. S. Kline; Executive Vice President, J. W. Harris; Vice Presidents, R. R. Conarroe, H. Hand; Secretary-Treasurer, E. D. Kline

SUBSCRIPTIONS: In United States and Possessions one year \$5.00; two years \$9.00. Canada & Mexico one year \$6.00. Foreign subscriptions \$10.00. Single copies \$.75. When possible, back issues tearsheets of articles will be provided. Enclose \$1 for each back issue and \$.50 for each back article requested, to cover costs of handling.



Member of Business Publications Audit

Management Methods is indexed in the Business Periodicals Index

Copyright © 1959 by Management Magazines, Inc. Published monthly by Management Magazines, Inc., 22 W. Putnam Ave., Greenwich, Conn.

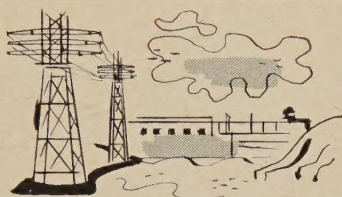
CHANGE OF ADDRESS: To insure continuous service, send your new address (and moving date) 45 days before moving.

Include old address as it appeared on previous issues (if possible send label from magazine). Do not depend on the post office to forward either change of address or your magazine.

it takes **MORE** than a building to produce **BUSY-NESS**



AVAILABLE LABOR POOL The Georgia worker is intelligent and reasonable. Georgia's surging industrial growth demonstrates his ambition and ability to quickly learn new skills.



ABUNDANT WATER AND POWER

Georgia's rivers afford the softest, best quality industrial water. Coal is nearby, natural gas available. Plentiful electric power reaches every community.



TRANSPORTATION UNLIMITED

Georgia — a strategic hub — is served by 34 railroads, over 1,000 trucking lines, 118 bus lines and some of America's busiest airports and seaports.



YEAR 'ROUND MODERATE

CLIMATE Even the weather is on your side in Georgia! Never a costly shut-down — Everyday is production day in mild, modern Georgia.



NEARBY GROWING MARKETS

A boon to every new manufacturer and distributor. Goods move fast and easily in Georgia with millions of customers within a convenient radius.



EDUCATION - HEALTHFUL

LIVING Unlimited educational facilities, famous resorts and lakes, plus new hospitals and clinics — all provide a measure of better living for Georgia workers.



IT TAKES all this and more to build industrial activity — and GEORGIA'S GOT IT! Communities are offering strategic plant sites, coupled with local financing aid and a most cooperative attitude to management. Georgia is a prosperous, growing state — filled with vast natural resources and rich opportunities for expansion in many fields.

GEORGIA DEPARTMENT OF COMMERCE

100 STATE CAPITOL • ATLANTA 3, GEORGIA

Get the latest facts and figures.

Write today to Dept. M-11

ABIT MASSEY, Director
Georgia Department of Commerce
Atlanta, Georgia

NAME _____

ADDRESS _____

CITY _____ STATE _____

(Circle number 131 for more information)



Royal Electric
typewriters are built
better  right
.....
down to the
last
nut

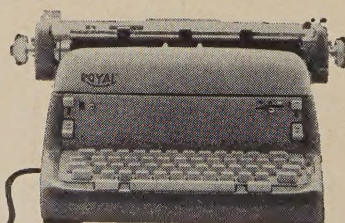
That may sound like a boast. It's not. There's a simple reason. You have to know how to make a typewriter before you can make an electric typewriter—and the Royal people have made more typewriters for more years now than anybody else.

Here are a few natural results of this old-line-craftsman experience:

Royal Electrics have exclusive features that come from years of knowledge of the needs of both the people who type and

ROYAL®

Product of Royal McBee Corporation,
World's Largest Manufacturer of Typewriters



(Circle number 155 for more information)

the people who dictate. Example: easy interchangeability of carbon and fabric ribbons at no extra charge. No other electric gives you that.

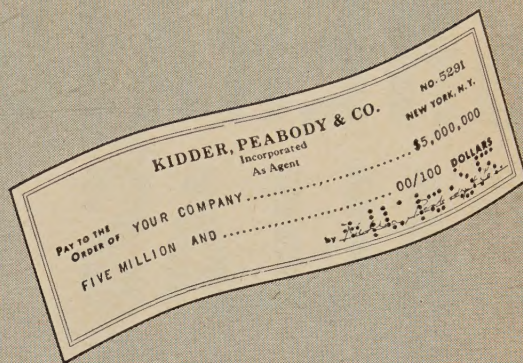
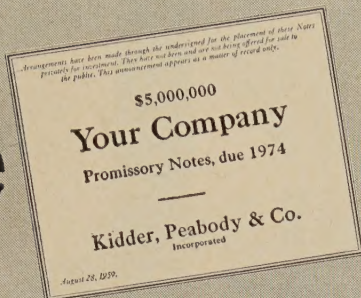
Royal electrics are remarkably free from money-wasting breakdowns.

If you're in the market for a typewriter, look into Royal. It'll take about fifteen minutes of your time, but it could make a whole lot of difference to both your secretary and yourself.

Have you considered

Private Placement

as a method of raising New Capital?



Private Placement as a method of raising capital has become increasingly important in recent years. Many financings unsuited for public offering because of small size or unusual features, may be arranged through Private Placement at a substantial saving in expense.

As specialists in this field, we believe we have completed successfully more private placements than any other investment banking firm. In the past 5½ years we and our underwriting partnership, Kidder, Peabody & Co., have negotiated 292 financings ranging from \$250,000 to \$30,000,000.

Our skilled staff and intimate knowledge of

security markets and requirements of potential lenders have enabled us to obtain favorable terms for clients, as evidenced by our volume of "repeat business" in this field.

Corporations are invited to consult us, without charge, on the terms and timing of prospective financing. When retained, our fee is subject to the completion of the financing.

Write for our new booklet, "An Executive's Guide to Private Placements". It explains the important points of this widely-used method of financing and includes a case history of a successful Private Placement. Address the Officer in Charge of Private Placement, Department M

KIDDER, PEABODY & Co.
Incorporated

17 Wall Street, New York 5, N. Y.

BOSTON • PHILADELPHIA • CHICAGO • LOS ANGELES • SAN FRANCISCO

(Circle number 138 for more information)

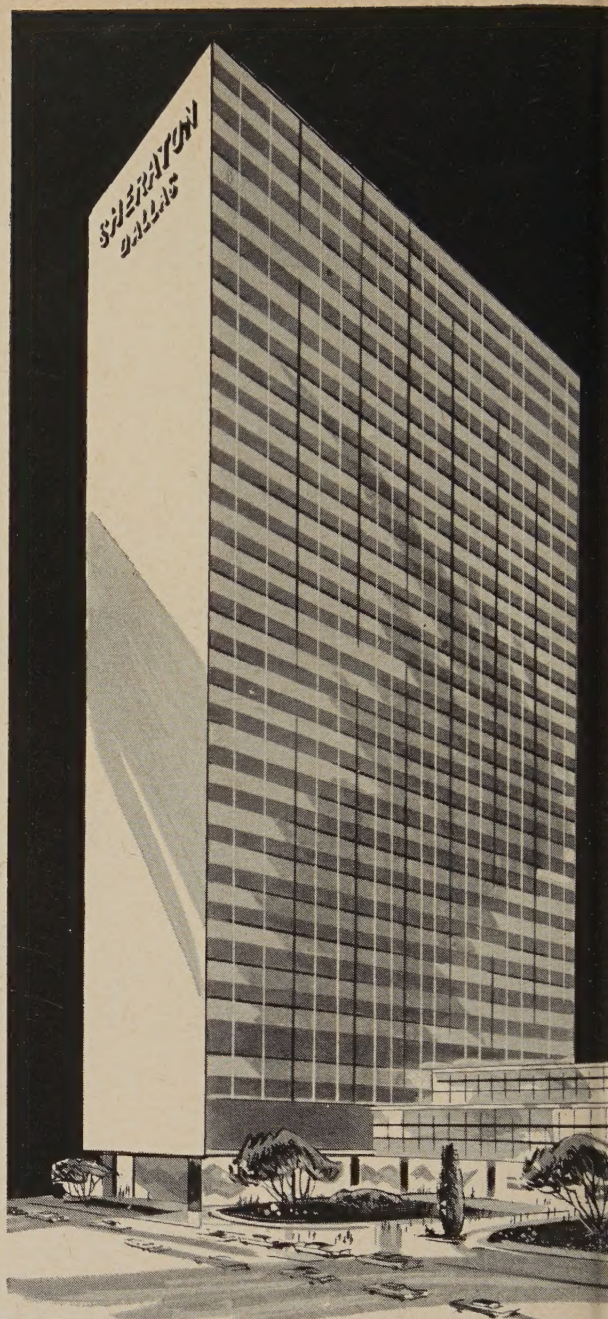
*Meet at the newest,
most functional hotel
in the Southwest*

THE SHERATON- DALLAS

The new Sheraton-Dallas Hotel is planned and staffed to accommodate today's progressive businessman . . . for conventions, multiple-meetings and private groups. The Sheraton Plans Group promises you an integrated, smooth-running program, whatever your needs may be. Facilities vary in size from private function rooms for 10 people to the grand ballroom which will accommodate more than 2000.

This modern sheath of mosaic beauty also features the finest cuisine, prepared by world-famous chefs.

For full details, contact Mr. Ray Dieterich, Sales Manager at the Sheraton-Dallas, or The National Convention Office, Sheraton-Park Hotel, Washington, D.C.



TYPICAL FUNCTION ROOMS provide privacy and luxurious furnishings for business meetings and parties.



LUXURY GUEST ROOMS have AM-FM clock radios, ice-making compartments and extra large closets . . . many have built-in TV.



THE GRAND BALLROOM—a grand ballroom in its fullest sense . . . seats more than 2000 at conventions . . . contains facilities for closed circuit TV.

SHERATON HOTELS

Coast to coast in the U. S. A., in Hawaii and in Canada

(Circle number 179 for more information)

MANAGEMENT METHOD



Burroughs Accounting Machines save 45% annually for the J. R. WATKINS COMPANY

In 1868: a liniment, sold locally. Today: an internationally marketed line of vitamins, medicines, toiletries, spices and extracts, household aids and insecticides. That's the story of the J. R. Watkins Company, "the shopping service that comes to your home" . . . the shopping service that relies on four Burroughs Sensimatic Accounting Machines for its vital accounting records.

"Our Burroughs Accounting Machines

set a fast, efficient pace in the processing of accounting data for our U. S. and Canadian Branches, as well as for our headquarters operation," comments Mr. E. L. King, Jr., President.

"This speed and efficiency saves us about 45% annually on our investment in such important applications as payroll, government reports, accounts payable, and financial reports. We also consider Burroughs service

an important benefit to using Burroughs equipment."

You name the problem. There is a Burroughs machine to fit your needs—from accounting machines to the most advanced electronic computer systems.

For full details or a demonstration without obligation, simply call our nearby branch office. Or, write to Burroughs Corporation, Burroughs Division, Detroit 32, Michigan.

Burroughs and Sensimatic—TM's



Burroughs Corporation

"NEW DIMENSIONS | in electronics and data processing systems"

(Circle number 111 for more information)

|| | | | | |

| | | |

| | |

| | | |

| |

|

THESE 4 LINES CAN BE READ
BY 50,143 MANAGEMENT
METHODS READERS AND BY
JUST 1 REMARKABLE MACHINE

One machine—the Farrington Optical Scanner—can read what is written above. Both words and numbers, just as they are printed on this page. No special ink. No special paper.

Furthermore, the Farrington Optical Scanner (also known as the EYE) records what it reads. It translates written data into the language that automatic business machines and computers understand. Punched cards. Punched tape. Or computer tape. So quickly that one EYE can read and punch 100,000 cards per day.

The Farrington Optical Scanner actually “sees.” Its visual eye sweeps every character twenty-five times to pick out identifying features. It recognizes digits, letters, and can even be programmed to identify a variety of symbols. Only the EYE reacts to visual impressions.

If you have three or more operators who read and punch, you can probably use an Optical Scanner to advantage. Only Farrington can supply it.

Farrington Optical Scanners are now automating key-punch operations for companies like:

A.T.&T. NATIONAL BISCUIT COMPANY THE READER'S DIGEST STANDARD OIL CO. OF CALIFORNIA

For further information, write the Farrington Manufacturing Company, Needham Heights 94, Mass.

(Circle number 126 for more information)



The **1960** JOHN PLAIN PRIZE BOOK

Press on or about January 1
"number one" prize book in the industry!
King size, 11x14"
More top brand names
More pages in color
Most exciting prize book ever

Take advantage of John Plain's famous,
key-saving promotional allowance
The hundreds of companies—big and small—who have made
important savings through John Plain's Promotional Allowance Plan

JOHN PLAIN & COMPANY

Premium and Incentive Division

444 W. Washington St., Chicago 6, Ill.

- ☐ Send me advance details on the new book, now.
☐ Please mail me a copy of the 1960 Prize Book when ready.

Firm _____

Address _____ Phone No. _____

City _____ Zone _____ State _____

TITLE FIRM BOOSTS EFFICIENCY, SAVES SPACE,
WITH MODERN FURNISHINGS AND BETTER LAYOUT

How To Get More Office Room



BEFORE — This picture of the Insurance Department is typical of all four departments before the modernization. Work output was greatly reduced because of slow-downs. Major causes were: (1) Clutter, (2) Inadequate desk top space, (3) Interoffice travel.

**More Work Surface, Extra Drawers,
Pay Dividends; Increase Output 20%**

Indianapolis, Ind. — L. M. Brown Title Company got needed space for larger work stations and more of them by combining modern furnishings and a new office layout.

Shaw-Walker space-saver equipment tooled to every job function *freed space* for an additional four work stations and ten pieces of point-of-use filing equipment.

The modernization paid another dividend — *employee efficiency increased 20%.*

A new layout by Shaw-Walker's Paul Holcomb in collaboration with L. M. Brown's Executive V. P. Sullivan *organized the work flow*

AFTER — Shaw-Walker "L" shape Expan-Desks converted crowded Insurance Department (above) into efficient, semi-private work stations (below). Each employee has 60% more work surface, 30% more drawer space. All working papers, working tools and machine are within quarter-turn reach.



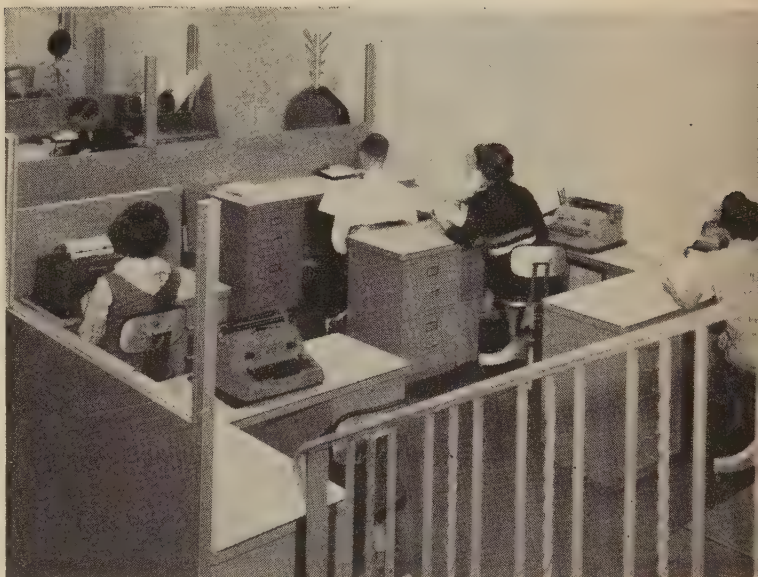
Without Renting More Space

by relating work stations to activities performed. The better layout *reduced employee travel by half* — entirely eliminated distracting interruptions caused by customer traffic.

Expan-Desks were selected to give staff members more work surface (*average increase, 50%*) and to provide extra drawers for storage and record keeping — all within quarter-turn reach.

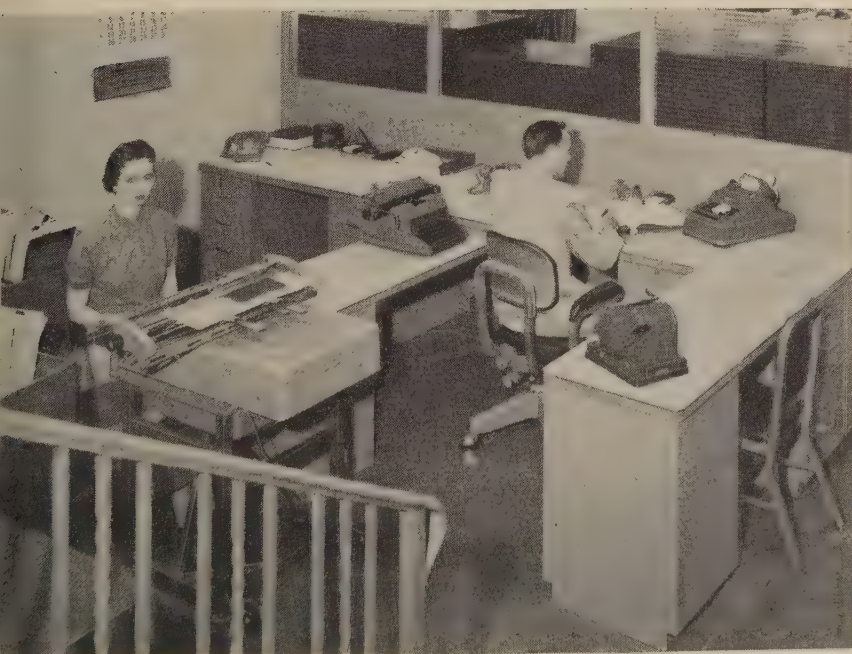
The executive offices were also tooled for greater achievement. Shaw-Walker Carlyle *clutter-proof* desks provide practical help by *organizing* all work and working tools in the drawers, thereby keeping the tops clear for current projects and conferences.

Three of these pictures show the Shaw-Walker *clutter-proof* equipment that made L. M. Brown's personnel happier and more efficient.



Escrow Department—Expan-Desks tooled to workers' specific needs put typewriters at the side, reserving the larger tops for other work. Unobstructed leg room permits operators to move from typing to desk work, freely and effortlessly.

Auditing Department — Space-saving at its best. These Expan-Desks provide 48% more work surface, 50% more drawer space, in same floor space.



FREE CASE HISTORIES

Examining a selected group of photographs representing case histories or similar space-saving installations may help solve your space problems. Circle number 167 on the Reader Service Card.



SHAW-WALKER

Largest Exclusive Makers of Office Equipment

Muskegon 66, Michigan

Representatives Everywhere — Consult Yellow Pages.

These booklets—promotional and otherwise—contain ideas of possible profit to you. Each item listed will be sent to you without cost.

FOR FREE COPIES, USE READER SERVICE CARD OR WRITE DIRECT

▼
How to communicate in writing

"Ten minutes to Better Letters and Reports" is a practical manual published by Thomas A. Edison Industries.

Step-by-step procedures are given for improving your business communications technique.

The formulas it presents are as concise and clear as your writing will be if you follow these rules.

For a free copy of this handbook on dictation, circle number 241 on the Reader Service Card.

▼
How to buy office furniture

Eight practical points to consider in selecting office furniture are given in a new booklet by All-Steel Equipment Inc.

Cartoons emphasize the various vital features of desks and chairs necessary for efficiency and comfort.

For your free copy of "How to Buy Office Furniture," circle number 242 on the Reader Service Card.

▼
How to plan corporate identity

Industrial Designers Lippincott and Margulies give interesting case histories on achieving corporate identity in a 16-page study.

The booklet includes a check list on the many faces a company displays to its various publics.

For a copy of this booklet, circle number 243 on the Reader Service Card.

▼
To determine copying needs

An eight-page booklet called "The Truth About Office Copying Machines" analyzes the advantages of

the chief copying methods available.

Issued by Copease Corp., the piece also tells how to determine whether you are getting real low cost copying, or are being misled by confusing claims.

For a free copy of "The Truth About Office Copying Machines," circle number 244 on the Reader Service Card.

▼
What your communications cost

Here is an authoritative presentation of the cost of office communications.

Prepared by SoundScriber Corp., the 40-page booklet details the costs of longhand, shorthand and machine dictation. It lists yardsticks for measuring the justification of the purchase of dictating equipment for specific jobs.

To secure a copy of this study, circle number 245 on the Reader Service Card.

▼
For your secretary

There are many helpful hints for secretaries in a 23-page booklet offered by Gray Manufacturing Co.

Called "Strictly Personnel," suggestions cover appearance, tact, and efficient dispatch of secretarial duties.

This booklet will make interesting reading for any girl who wants to be a better assistant to her boss. For a free copy, circle number 246 on the Reader Service Card.

▼
About management analysis

A comprehensive booklet tells in detail how to analyze your management.

Aimed specifically at dealers and

distributors, it tells how to plan for profit, how to spot management weaknesses and how to develop potential strengths.

A check list lets the reader score himself on good management practices.

A free copy of this 22-page booklet, "How to Analyze Your Management," by Cities Service Petroleum, Inc. can be requisitioned by circling number 247 on the Reader Service Card.

▼
Facts about dictating machines

How to choose and use a dictating machine are discussed in a new booklet by American Geloso Electronics, Inc.

Advantages and disadvantages are cited for the various types of units now on the market.

Data includes a check list of 50 specific ways to save time and money with a dictating machine.

For your free copy of "The Facts about a Dictating Machine," circle number 248 on the Reader Service Card.

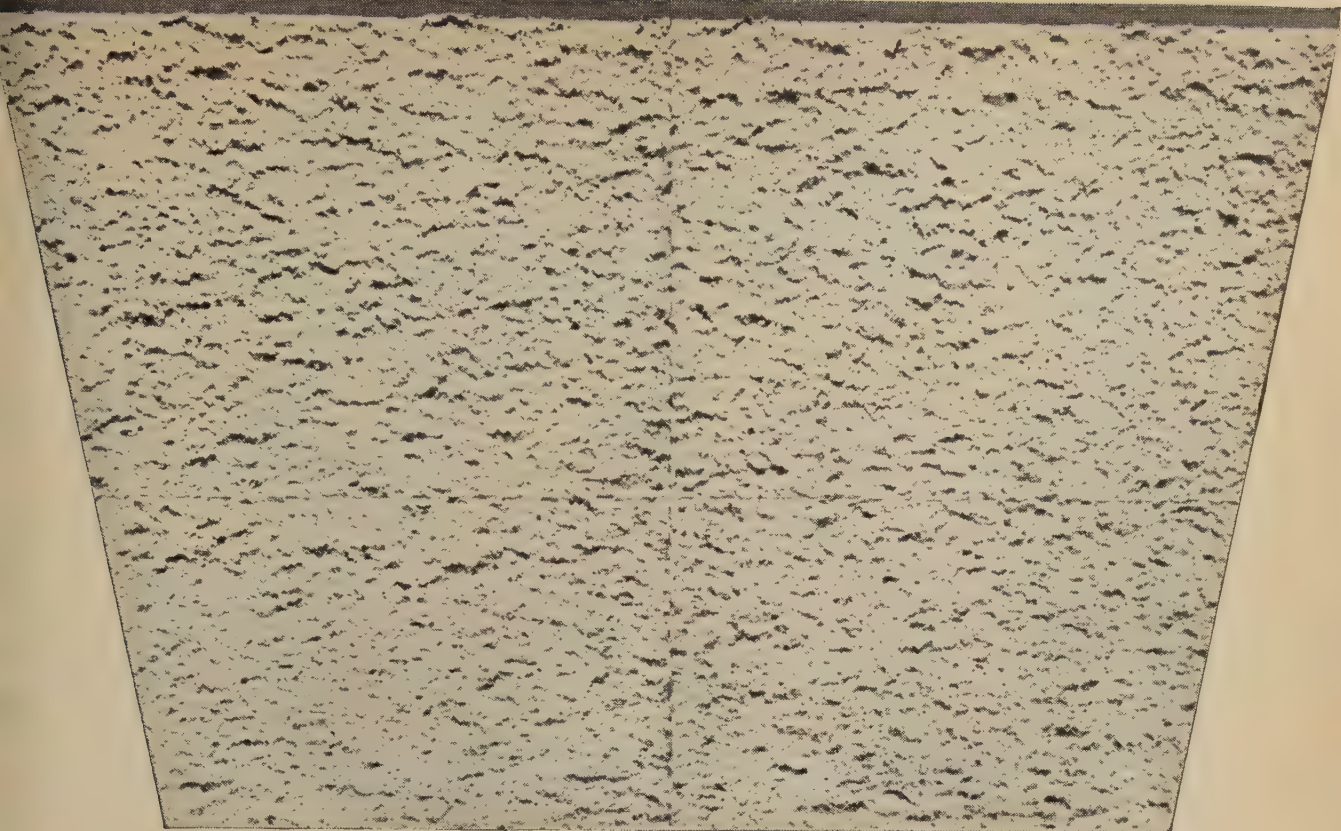
▼
Role of religion in business

Just introduced is a new periodical devoted to religious programs in business organizations.

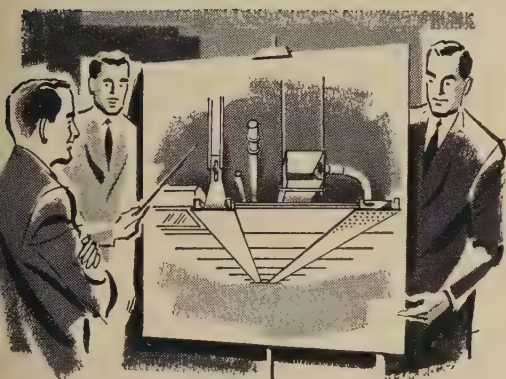
The illustrated publication "Praying Hands" presents case histories of religion-within-industry. Its objective is to serve as a medium for exchange of ideas, experiences, projects and plans of concerns having, or contemplating, religious programs.

The pocket sized publication will be issued quarterly.

A copy of "Praying Hands" will be sent you without charge if you circle number 249 on the Reader Service Card.



Here's help for your office modernization program... Expert **Ceiling Consultation Service**



When planning office improvement it will pay you to investigate the many opportunities you have to "put ceilings to work" ... and this valuable information is available without obligation through the Ceiling Consultation Service offered by your Acousti-Celotex Distributor.

Because he is a member of the world's largest acoustical organization, you get the benefits of experience and technical skill resulting from installations in all types of offices, in all sections of the country.

For example, he will show you how ceilings can be lowered attractively at minimum cost ... how your plans can economically incorporate sound conditioning, air conditioning, lighting and movable partitioning ... how you can have easiest maintenance and complete re-paintability without sacrificing acoustical efficiency. Send Coupon below today!

SHOWN: New Texture-Tone* incombustible mineral fiber tile. Just one of the many kinds of acoustical products "by Celotex"!

*TRADE MARK

ACOUSTI-CELOTEX
REGISTERED U. S. PAT. OFF.
Sound Conditioning



The Celotex Corporation, Dept. MM-119
120 S. LaSalle St., Chicago 3, Illinois

Without cost or obligation, please send me your booklet, "Sound-Conditioning for Office Workers" and the name of my nearest Acousti-Celotex Distributor.

Name _____ Title _____

Firm _____

Address _____

City _____ Zone _____ State _____

Products to Meet Every Sound Conditioning Problem...Every Building Code

The Celotex Corporation, 120 S. LaSalle St., Chicago 3, Illinois
In Canada: Dominion Sound Equipments, Limited, Montreal, Que.

(Circle number 113 for more information)



pagemaster® now serves six major universities

Universities in California, Tennessee, Michigan, Maryland, Pennsylvania and Delaware get instant contact with key personnel with PAGEMASTER Selective Radio-Paging Systems by Stromberg-Carlson.

Coverage is complete throughout the campuses, with signals reaching up to a radius of three miles in one particular installation.

Starting with a few dozen receivers, these schools can expand their systems to full capacity of over 450 receivers to meet growing needs. There is *no additional installation cost*.

Key people are equipped with these transistorized pocket-size receivers. When any of them is called, but is away from his usual location, the telephone switchboard operator sets his *private signal* on the PAGEMASTER encoder (a unit of add-

ing machine size next to the switchboard) and flips a switch.

Instantly that individual's receiver—and *only his*—responds with a pleasant but commanding signal. He picks up the nearest telephone and reports. The signal automatically repeats every 20 seconds until the call is answered.

PAGEMASTER selective radio-paging can meet *your* need for fast contact with key people—whether yours is an educational, industrial or commercial organization, in one building or many. You can have a system tailored to your own requirements, whether you need just a few receivers—or several thousand. *Systems are available for lease or purchase.*

For more information about these installations or on how to fit PAGEMASTER to your individual needs, contact us at 201 Carlson Road.

"There is nothing finer than a Stromberg-Carlson"

STROMBERG-CARLSON
A DIVISION OF **GENERAL DYNAMICS**

PAGEMASTER SALES, ROCHESTER 3, N. Y.

(Circle number 160 for more information)



DO YOU KNOW THE LAW ON

Company owned insurance

ARE THE PREMIUMS TAXABLE INCOME?

The question—When a company buys insurance on the life of a stockholder, are the premiums taxable income of the stockholder?

The answer—No, not if the company's intent is to use the insurance proceeds to buy the stockholder's interest after his death. The stockholder can even name the beneficiary provided the corporate stock goes back to the corporation.

According to a recent ruling under the Internal Revenue Code, the payment of premiums by a corporation is merely an act of converting cash into an insurance policy. This has no relationship to the receipt of income by the stockholder.

The Internal Revenue Service has cited three court decisions which it says it will follow in dealing with the question of company owned insurance. Here are the three cases.

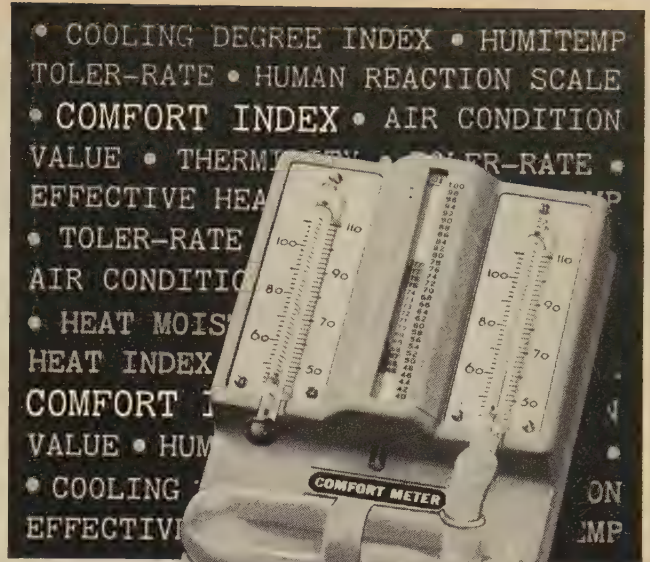
Case one—The owner of 98 of the 100 outstanding shares of stock of a corporation made an agreement with the corporation that, upon reaching the age of 35, he should be paid \$500 a month by the corporation.

Under this agreement, the corporation took out a life insurance policy on the man's life. The corporation was named the beneficiary. The corporation also had the right to assign this policy, change the beneficiary, receive any dividends declared by the insurance company, and to borrow on the policy.

Ruling that these premiums paid by the corporation on this policy were not taxable income of the stockholder, the court summarized the circumstances as follows:

"A, having an insurable interest in B's life, promises C that he will take out insurance on B's life payable to himself and that when B dies A will pay the proceeds over to C. It would seem clear in that case,"

Note - This feature is offered as a general guide only. Consult your attorney on specific legal problems.



How's your COMFORT INDEX* this month?

This instrument is a COMFORT METER. It measures livability by means of a COMFORT INDEX.* Referred to by various weather authorities using other names, it still means *comfort*. And comfort to the worker means *productivity*.

In Santa Clara County, the COMFORT INDEX remains in the *ideal* range, regardless of the season. The reason is simple—a location near the center of a narrow strip on the West Coast which enjoys the only "all-year mild climate" in the United States.**

This *population and transportation* center of the West has been the choice of industries such as Ford, General Electric, IBM and Lockheed. Ask these industrial leaders how the high COMFORT INDEX benefits every operation. Their answers are the facts that count.

Just compare . . . then move to the community where people really *enjoy* living and working . . . SANTA CLARA COUNTY, California.

***COMFORT INDEX**—One of many terms used to describe the exact point at which the climate of a particular area approaches an ideal combination of moderate temperature and low humidity.

SEND TODAY for these two booklets and bring your plant site research file up to date:

"What Do You Mean—COMFORT INDEX?" and "NEW INDUSTRY SPEAKS"



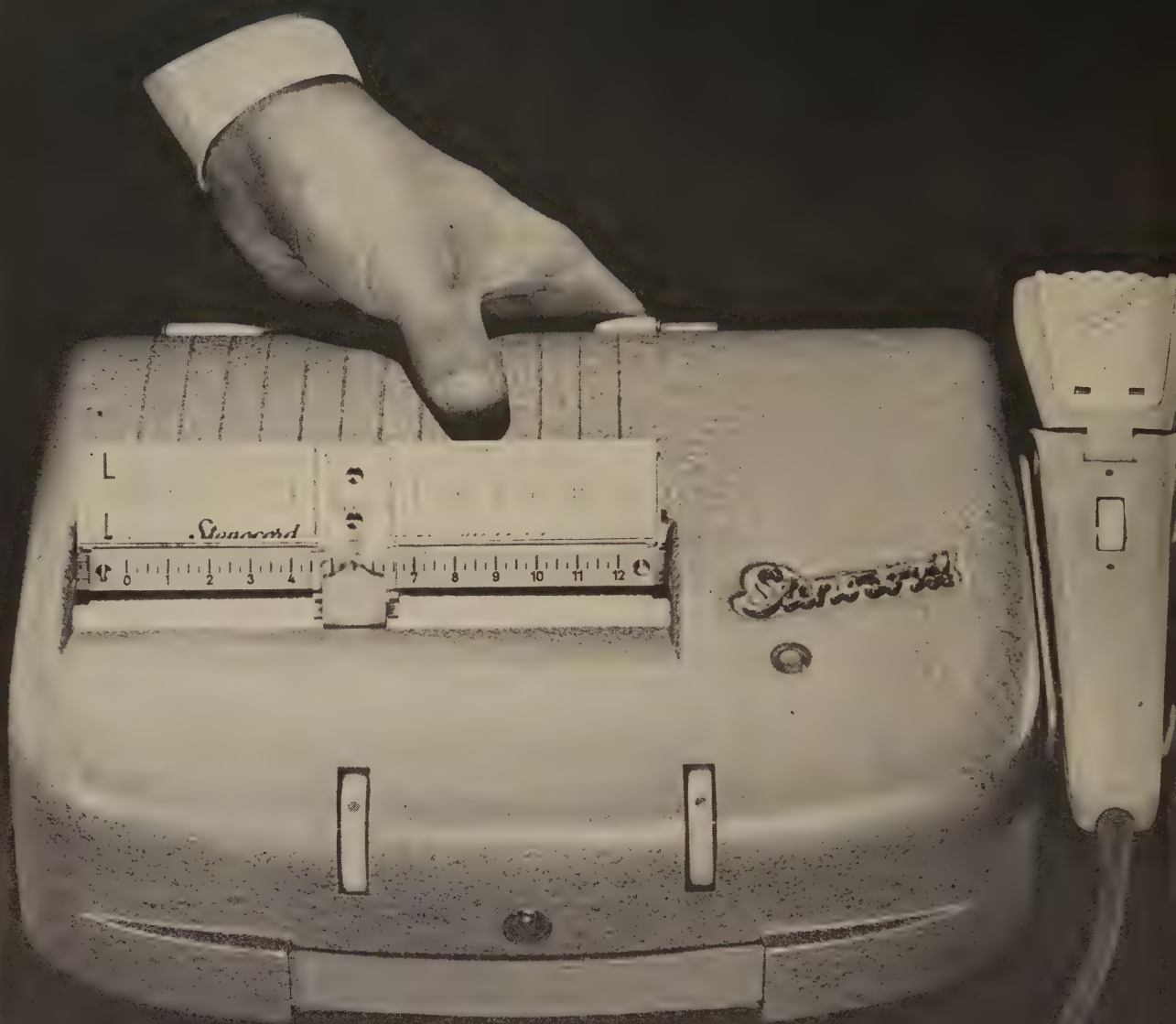
Greater San Jose Chamber of Commerce
Dept 16, San Jose 13, California

**Based on U.S. Weather Bureau records

SANTA CLARA COUNTY, California



(Circle number 158 for more information)



**Free
demonstration
in your office!**

Stenocord[®]

ONLY \$199.⁵⁰
PLUS TAX

**LOWEST PRICED MAGNETIC-
BELT DICTATING MACHINE TODAY!**

NOT JUST ANOTHER 'TAPE RECORDER'!

- PORTABLE!
- FULLY AUTOMATIC!
- RE-USABLE, MAILABLE MAGNETIC-BELT!
- EXCLUSIVE DUAL-PURPOSE
DICTATE-CONFERENCE MICROPHONE!

MAIL THIS COUPON TODAY!

TO: STENOCORD OF AMERICA, Inc. OR PACIFIC INSTRUMENTS CORP.
29 Broadway, New York 6, N.Y. 7046 Hollywood Blvd., Los Angeles 28, Calif.
Phone: Bowling Green 9-1480 Phone: Hollywood 2-1151

Dear Sirs:

Please phone and arrange for a Stenocord demonstration in my office.
I understand there is no obligation for this free trial.

Name _____ Company _____

Address _____ Phone _____

City _____ Zone _____ State _____

(Circle number 172 for more information)

Smith-Corona

for typing
efficiency
and speed!



2030

America's Leading Industries Choose

BENTSON OFFICE FURNITURE

SMITH-CORONA—an established standard in modern office efficiency—appreciates the need of dependable equipment. In their office, Bentson furniture combines beauty, sturdy construction and smooth operation which adds to the efficiency of any office function.

Office planning is made easy by Bentson's wide selection of colors, styles and models . . . whether it's a receptionist's desk, the executive suite or the complete office. You can plan easier when you choose Bentson.

Get a colorful
catalog from your
Bentson Dealer
or write to—



BENTSON MFG. CO.

657 HIGHLAND AVENUE
AURORA, ILLINOIS

(Circle number 110 for more information)

said this court, "that C would have no interest in the policy and its proceeds until the money got into the hands of A, and no legal interest then unless there was good consideration for A's promise, in which case the right of C to the funds would arise by virtue of his contract with A, and not of the policy itself."

Casale vs. Commissioner of Internal Revenue, 247 Fed. 2d 440, September 5, 1957.

Case two—Two brothers each owned half the shares in a Massachusetts corporation. Each brother took out four insurance policies on his own life, naming the other brother beneficiary.

It was agreed that in the event of the death of either of these brothers, the corporation should be the owner of the proceeds for the single specific purpose that such proceeds be used to purchase the stock of the deceased brother at a price agreed upon.

The Commissioner of Internal Revenue insisted that where a corporation employee or stockholder is beneficiary—and not the corporation—on an insurance policy on the life of another stockholder or employee, premium payments the corporation makes are taxable income of the stockholder or employee insured.

The two brothers disagreed. They contended that where the corporation is the beneficiary and owner of the policy of insurance on the life of an employee or stockholder, payment of the premiums by the corporation is not taxable income of the individual.

Sustaining the contention of these brothers, the federal court said, "It is sufficiently evident that the payment of the premiums by the corporation did not constitute in that taxable year 'reportable income' of these stockholders."

Prunier vs. Commissioner of Internal Revenue, 248 Fed. 2e 818, November 8, 1957.

Case three—Under a "stock purchase agreement," four stockholders owned all of the stock of a Utah corporation. They took out insurance policies on their lives, approximately proportionate to their respective interests in the corporation. These policies together with the stock of each stockholder were deposited with the corporation.

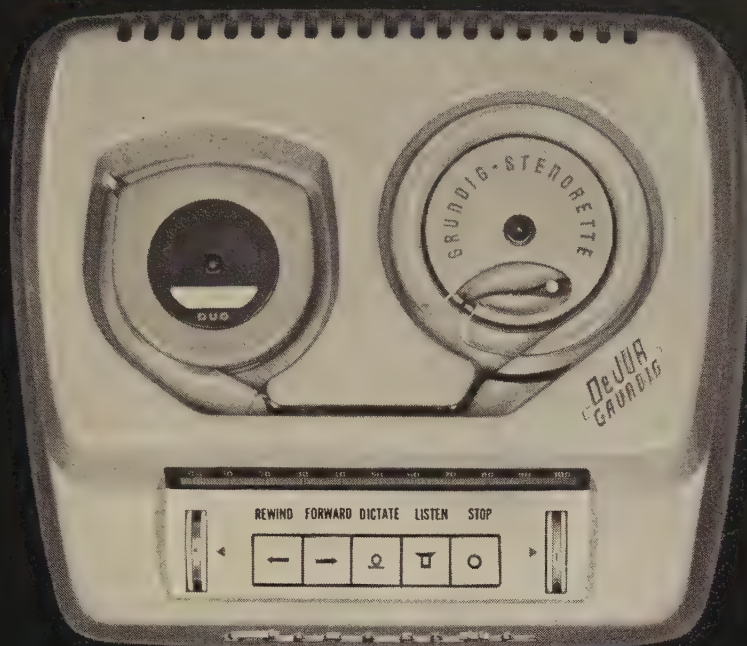
Under an agreement with the corporation, upon the death of any of these stockholders the corporation was to deliver the money from the policy to the beneficiary named, and transfer to itself as much of the deceased man's stock as the money from the policy could buy.

In this instance, the federal court also held that these premiums did not constitute taxable income of the individual stockholder.

"The use of insurance policies by a corporation," said the court, "as additional compensation to employees to protect the company against financial loss has been the subject of a number of recent tax cases. These cases demonstrate that if the corporation pays premiums on a policy of insurance on the life of an employee or stockholder as its own investment, no tax consequences to the insured arises."

Sanders vs. Fox, 253 Fed. 2d 855, March 20, 1958.

now just reel off your dictation



the new **DeJUR GRUNDIG** STENORETTE system

will do



the rest

STENORETTE® "T" The transistorized, tubeless, 1960 model Stenorette® "T" offers the world's speediest dictation and transcribing. Amazing magnetic tape, pushbutton operation and microphone keep your work error-free always. Automatic signal warns you when end of tape is approaching. New illuminated Linear Progress Scale pinpoints tape position. Three distinct sensitivity settings for normal, close or conference dictations are provided. The easily adjustable microphone "review" button lets you listen in to any part of dictation, for flawless editing. Telephone accessory permits complete recording of two-way phono conversations. Teamed with the portable Stenorette Companion, you have the greatest compatible dictating/transcribing system ever achieved...for office, branches or travel. Complete with transcribing or dictating accessories.

\$199⁵⁰
plus F.E.T.



DeJUR-Amsco Corporation,
45-01 Northern Blvd., Long Island City 1, N. Y.

MAIL COUPON FOR FULL DETAILS

DeJUR-Amsco Corp., Dept. 971

45-01 Northern Blvd.,

L. I. C. 1, N.Y.

Please send me complete information on ☐ Stenorette® "T"

☐ Stenorette® Companion

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

STENORETTE® COMPANION This self-powered, portable dictating machine makes all others obsolete because it's as compact as a salesman's order book, carries its own built-in lifetime battery, performs like a full size dictation unit, magnetic tape can be transcribed on compatible Stenorette "T" in office. Check these six great features: 1. Equipped with Magnetic Tape it lets you dictate in a moving car, train, plane or even walking. 2. Just like the full size office machine, push button controls let you dictate, review, correct mistakes and give every recording need. 3. Automatic settings give choice of personal or conference dictation. 4. Power supply lasts for years when used together with the combination accessory—the charger AC adapter. 5. Rugged for move-about field conditions. 6. Fully transistorized for long, trouble-free performance.

\$199⁵⁰
plus F.E.T.



DeJUR

®REGISTERED TRADEMARK
©DE JUR-AMSCO CORPORATION 1959

(Circle number 120 for more information)

Convenient coin changers—companion to automatic vending machines...



World's largest manufacturer of separate 5¢, 10¢, 25¢ and 50¢ coin changers. District offices in 18 cities throughout the United States and Canada.

Reduce
coffee break time
up to 20% more!

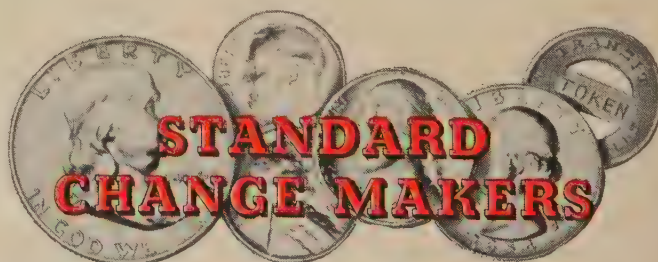


Automatic vending machines have gone a long way toward helping solve the problem of high-cost coffee break time. Now, convenient STANDARD CHANGE-MAKERS can save from 3 to 6 minutes a day more per employee. Change-Makers can also help speed movement through automatic cafeterias.

Sturdily built and easy to mount on wall or post, STANDARD CHANGE-MAKERS come in 27 different models for 5¢, 10¢, 25¢ and 50¢ coins, manual and electric, dispensing various combinations of coins. Select the machine or machines to fit your need. Write today for full information.

STANDARD CHANGE - MAKERS, INC.

422 East New York Street • Indianapolis 2, Indiana



*Also inquire about
these other STANDARD
CHANGE-MAKER products*



COUNTER AND SORTER



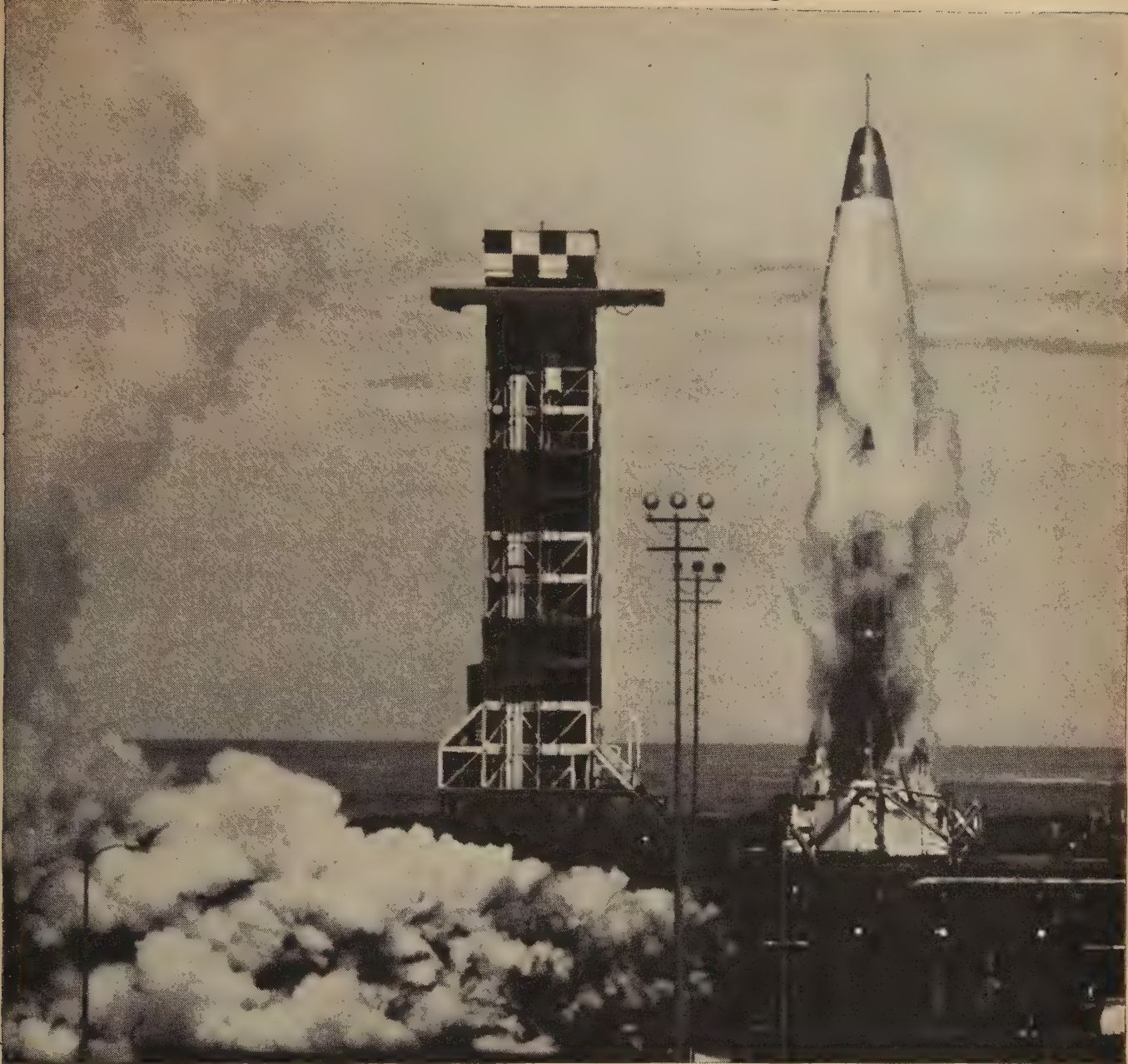
MULTI CHANGER-MANUAL



CHANGE MASTER-ELECTRIC

(Circle number 177 for more information)

Another example of Multilith Offset versatility



How a down-to-earth idea helped get missiles up in the air

U.S. missile men, pushing hard to win the space race, ran head-on into a mountain of paperwork—endless technical memos, piles of intricate blueprints, lengthy count-down sheets.

How could they be prepared with great speed and perfect accuracy at reasonable cost? Again and again they found the answer in Multilith Offset. In rocket laboratories and factories, in missile offices and testing grounds, Multilith Offset is proc-

essing specifications, drawings, reports, instructions, purchase orders.

Multilith Offset fulfills all requirements of business for duplicated copies—documents, reports, office communications, promotional material, plans, drawings, and photographs. More than this, Multilith Offset cuts the costs of paperwork procedures in every phase of business activity by producing complete records from blank paper.

Multilith Masters possess the inherent

ability to accept complete data—with only one original writing—and to regenerate this information repeatedly with any required additions, deletions, or substitutions. Only Multilith Offset does so many types of work so well.

Ask the nearby Multigraph field office to submit a report on exactly how your business can profit with Multilith Offset, or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

© 1968 A-M Corporation

*Trade-Mark

**Cutting costs
is our business**

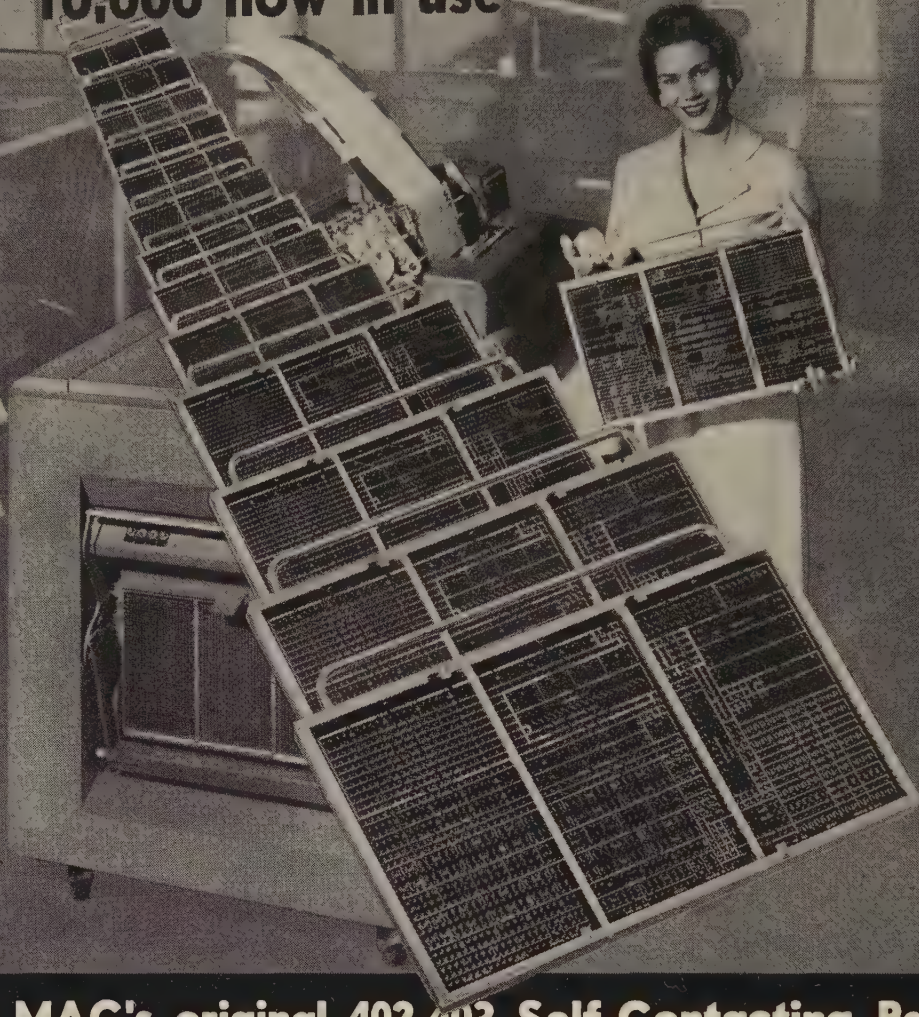
Addressograph-Multigraph
PRODUCTION MACHINES FOR BUSINESS RECORDS

SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS

(Circle number 102 for more information)

Tabulating history is being made

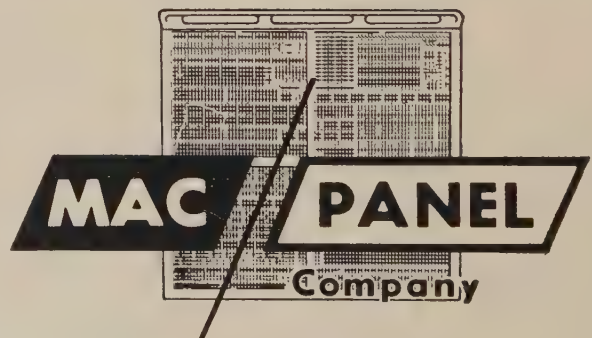
over 10,000 now in use



with MAC's original 402-403 Self-Contacting Panel

Originated, designed and manufactured by MAC Panel engineers, the 402-403 Self-Contacting type panel is *unconditionally guaranteed* to please you! Thousands of tabulating supervisors throughout the country have found MAC's 402-403 Self-Contacting Panel many pounds lighter than the jack-type; easier to wire, to check and to change. Take advantage of these new panel features immediately!

*No Excise Tax when you
buy MAC Panels or Wires!*



General Offices:
High Point, North Carolina
West Coast Office and Warehouse:
San Francisco, California

WRITE US OR CALL YOUR MAC REPRESENTATIVE TODAY!

(Circle number 141 for more information)



You'll smile at its good looks

...grin at its efficiency... and love the way it lasts

Good looking office furniture is an important business asset . . . as long as it *keeps* its good looks. And that's where ASE furniture leads the parade. Look carefully at ASE desk tops. See the *double shell* construction with a unique honeycomb structure inside that deadens sound, insures extra strength, permanent smoothness. The lustrous ASE finish will last for years. Bonderite treatment permanently anchors the baked enamel to the metal

for resistance to corrosion, mars and scratches.

There's no extra cost for this built-in quality and good looks. That's true of all ASE furniture . . . desks, chairs, credenzas, L-units, filing cabinets. So, before you make that important investment in office furniture, be sure to see the complete ASE line. Your ASE dealer is ready to help you plan your office for lasting beauty and efficiency that will keep you smiling. See him soon.



ALL-STEEL EQUIPMENT Inc., Aurora, Illinois

Desks • Chairs • L-units • Credenzas • Tables
Bookcases • Filing Cabinets • Storage Cabinets

(Circle number 104 for more information)

Now!
Enlarge
or reduce
for offset
printing



MAKE A PLATE IN 1 MINUTE WITH GEVACOPY RAPID!

A great new advance in offset duplicating by Gevaert now makes it simple, fast and inexpensive to reduce or enlarge—on aluminum offset plates—printed matter, drawings, microfilms or artwork at a fraction of the usual cost! And in less than one minute from exposure to finished plate!

Here's how simple it is. Just expose your original with a simple camera or enlarger to a sheet of Gevacopy *Rapid*. Place exposed sheet in contact with a Gevacopy Aluminum Plate and pass through special developing machine. Strip the negative from the plate, wipe down the plate with fixing solution and the plate is ready for the press. Cost to you — 59 cents. What's more, if you already have an office copy machine, it can probably be used to develop the plates.

MAKE "SAME SIZE" PLATES TOO, JUST AS EASILY

Gevacopy *Contact* Aluminum Offset Plates now in use by thousands of offices and commercial plants make "same size" plates just as easily and quickly. The process is the same, except that the original is exposed to Gevacopy *Contact* Paper on any simple contact printer. Time to make a beautiful professional quality printing plate — one minute! Cost — 39 cents!

EITHER WAY — YOU GET QUALITY AND SPEED

Because the Gevacopy process was perfected by one of the world's greatest photographic companies, it picks up every fine detail, reproduces your original with photographic accuracy. Because it produces aluminum plates, you get high press runs, precision work, great durability. You get scalpel-sharp reproduction time after time, and the plates can be stored if desired and used over and over. And because of the great simplicity of Gevacopy, you'll cut down makeovers—reduce wasted time and plates up to 75%, or even more!

Get the facts now on this major breakthrough in offset duplicating. Complete literature and details are yours for the asking. Write — phone — or wire today!

THE GEVAERT COMPANY OF AMERICA, INC.

321 West 54th Street, New York 19, New York

District Offices: Lincolnwood (Chicago), Ill. • Los Angeles • Dallas • Denver • San Francisco





*Makes
top quality
aluminum plates fast
... for only 59¢!*

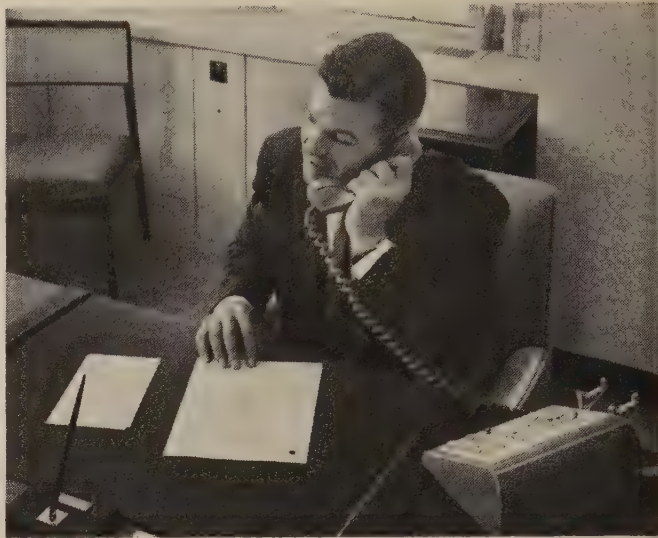
GEVAERT

(Circle number 127 for more information)

See how **THE CALL DIRECTOR** telephone can speed your work, spark your efficiency!



YOU CAN TALK TO OTHERS in your office, plant or store just by pushing a button or dialing.



YOU CAN SET UP CONFERENCE CALLS with as many as six different people on the line at once.



YOU CAN ADD ANOTHER PERSON to an outside call, then stay on the line or get off, as you like.



YOU CAN TAKE CALLS on up to 29 outside, extension or intercom lines, even hold many of them.

The new Call Director telephone with Bell System intercom is a real boon to busy businessmen. Its many pushbuttons provide the kind of fast, flexible desktop communications you need to get more done each day, give customers better service and otherwise boost efficiency and profits.

There are two versatile models: an executive model with up to 18 buttons; and a secretarial model

with answering and call-holding facilities for as many as 29 lines. Both are smartly designed in green, gray or beige with contrasting face plates.

The Call Director is just one of many new Bell System developments with profit potential for your business. A communications expert is ready to discuss them with you. Just call your Bell Telephone business office. No obligation.



This six-button Bell System telephone also provides a wide range of flexible intercom features.

BELL TELEPHONE SYSTEM





Clip out and route to:

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

COST CUTTERS

CHECK WORK CLOTHES FOR ACCIDENT HAZARDS

CRIPPLING AND EVEN FATAL accidents can result from seemingly safe but dangerous work clothing. One good way to cut down on accidents is to make sure the clothing workers wear is properly designed and maintained.

Here are three of the most common, most dangerous hazards of poor work clothing, according to the Institute of Industrial Launderers:

Buttons missing from cuffs. A dangling shirt cuff can easily get caught in the jaws of moving ma-

chinery without cuffs. Trouser cuffs invite dangerous falls, one of the most frequent causes of serious accidents.

Dangling ties. That they can easily become ensnared in dangerous machinery is obvious.

Other hazards are rips or tears in clothing; belts with dangling ends; loose, floppy or ill-fitting clothing.

Studies show that dangerous work clothing is most common when workers are required to provide their own clothing. The employee may come to work in clothing that isn't fit for any other purpose—and that isn't fit for the job either.

able for clerical work. If it is not a separate room, partition it off and keep it locked. Use adjustable shelving for maximum accessibility and economy of available space.

2. Stock the shelves in orderly arrangement with supplies clearly labeled. Index all items by name, code or number on a chart for quick location. Store bulky, heavy



chinery—and pull the wearer right after it.

Cuffs on trousers. Trousers with cuffs are far more likely to get caught on projections than trousers

ORGANIZE PROCEDURES FOR SUPPLY CONTROL

OFFICE SUPPLIES and stationery usually represent an investment of many thousands of dollars. Protecting this investment by efficient control and good housekeeping is a vital, but sometimes neglected, procedure. Unless procurement and storage is orderly, much waste can result.

Frequent small orders increase costs and usually result in duplication. On the other hand, over-ordering creates carrying costs—stocking, handling, counting. Over-stocking consumes valuable space. Supplies deteriorate or become obsolete.

Here are some steps you can take to insure an economical, efficient supply system.

1. Locate your stock section in a convenient area—one less desir-

able for clerical work. If it is not a separate room, partition it off and keep it locked. Use adjustable shelving for maximum accessibility and economy of available space.

3. Authorize ordering points for all supplies. Gauge quantities to be ordered by rate of usage and time required for delivery.

4. Set a reasonable limit on quantity of supplies issued to any one individual or department at any one time. Excessive supplies encourage waste. Insufficient supplies result in too many requisitions and trips to the stock section.

5. Establish a schedule for requisitioning supplies—say, every Thursday or on the first and fifteenth



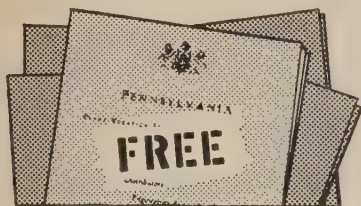


THE
PENNSYLVANIA PLAN:
100%
financing
for your
new plant

Complete financing for Lease-Purchase of a new plant is available in labor-surplus areas of Pennsylvania through combined efforts of lending institutions, non-profit community organizations and the Pennsylvania Industrial Development Authority. Interest as low as 2%, with deferred amortization, can be applied on up to one-half of total plant cost.

100% financing is also available in other areas of the State, provided by community organizations, banks, insurance companies and other sources. You select the community you want. You specify plant construction details or choose one of several plant "shells" now being readied for completion.

100% Financing at a Glance . . .
Industrial Plant Construction Costs—
Subscribed by local non-profit
community sponsored builder-
owner corporations. 20%
2nd Mortgage Loan, Pennsyl-
vania Industrial Development
Authority. 30%
1st Mortgage Loan obtained
from banks, insurance companies
and similar lending institutions. 50%
Total financing, secured through
local subscriptions and mortgage
loans, without cash investment by
the manufacturer. 100%



For free copy of "Plant Location Services" pamphlet, or for details on 100% financing, write or call:

Pennsylvania Department of Commerce
South Office Building
567 State Street, Harrisburg, Pa.
Phone: CEdar 4-2912

of each month. This practice helps to establish supply control and plan need for reordering.

6. Authorize one individual with full authority and complete responsibility as head of the stock room.

7. Issue supplies only on written requisitions. Periodically check these to see if consumption is normal.

8. Occasionally review the need for specific items. Is it satisfactory? Will some other item serve the purpose more efficiently?

9. Periodically check supplies for obsolescence or deterioration. Destroy any outmoded or useless items.

FIX TIME LIMITS FOR STORING RECORDS

■ LIKE THE COLLIER BROTHERS, some firms store far too much useless paper too long. It's a waste of space and money.

One key why firms hold onto old records is to protect themselves with evidence in the event of some legal action.

The solution: keep records long enough to protect the company under the Statute of Limitations, but cut record storing time to the minimum.

A survey by Record Controls, Inc., Chicago, shows that many companies keep old records twice or three times as long as they have to.

Here, according to experts, is how long firms should keep six common types of records.

Sales invoices and related records: Recommended retention time—three years.

This covers actions that could arise from state sales and use regulations, as well as the Fair Labor Standards Act and the Interstate Commerce Act.

Of 66 firms in the survey, 18% kept these types of records 15 years or more. Median retention time was seven years.

Accounts receivable: Recommended retention time—two years.

Retention of these records are strictly for the protection of the company. No federal or state regulations require them.

Fifty per cent of the companies

surveyed kept these records more than 15 years.

Cancelled checks (trade): Recommended retention time—six years.

Thirty-three per cent of the companies kept cancelled checks for more than 15 years, and 50 per cent kept their check registers for 15 years or more.

Cancelled checks (payroll): Recommended retention time—two years.

Nineteen per cent of the companies contacted gave 15 years or more as retention periods.

The Federal Labor Standards Act provides a two-year statute of limitations for claims of unpaid minimum or overtime wages.

Paid voucher files: Recommended retention time—three years.

This is the other side of keeping sales invoices for legal purposes.

Eighteen per cent of the surveyed firms kept paid voucher files 15 years or more.

Time cards: Recommended retention time—two years.

All companies surveyed reported they kept time cards at least five years. The Federal Labor Standards Act indicates only two years retention, but records such as payroll journals or payroll registers should be kept at least four years.

ALERT DISTANT BRANCHES TO BE READY FOR TOLL CALLS

■ YOU CAN REDUCE the cost of many long distance phone calls considerably by prescheduling them wherever possible.

Set a definite time each week when certain calls will be made or simply dispatch an airmail postal with the date, time and subject of your call.

This latter procedure is saving time and money and expediting needed data for the A. O. Sparling Plug Division of GM in Milwaukee. Frequent calls are made to the Pacific Coast and Eastern Seaboard areas.

When it's known ahead of time what information is needed, the individual is alerted by mail of the specific subject of the coming call. With records and answers ready the conversation is relayed without

Wasted time and extra telephone charges.

This mail alert is particularly effective when postcards are sent on Fridays and calls placed on the following Mondays.

TRAVEL TIPS

WRITE YOUR OWN AIRLINE TICKET

AIR TRAVELLING executives can save time and trouble by using a simple device introduced by American Airlines.

With the new "Aircheck" you can literally write your own ticket for travel between any two points on American lines.

A subscriber to American's Air Travel Plan simply phones for a reservation, fills in the Aircheck and presents it at the gate.

This time saving device eliminates waiting in line for tickets. Subscribers are billed for transportation only after an Aircheck has been used.

These write-your-own tickets in a handy pocket-sized holder are supplied without charge to any subscriber to American's Air Travel Plan.

TIME SAVERS

HELP SPEED DELIVERY OF YOUR MAIL

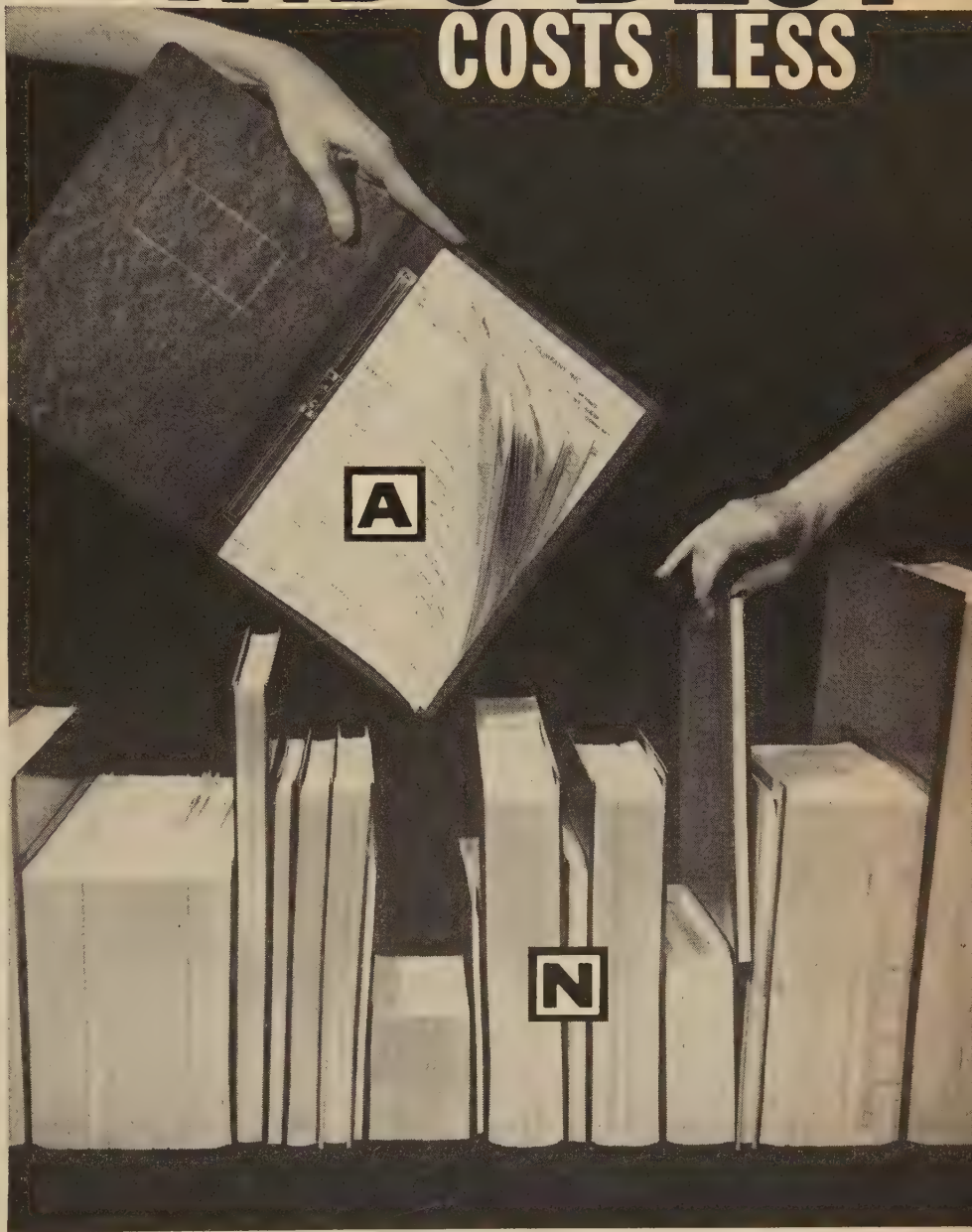
THERE ARE WAYS your staff can help the Post Office to speed the arrival of your outgoing mail.

1. Avoid the five o'clock jam.



Sign and send mail on its way, whenever possible, between 11:00 a.m. and 3:00 p.m. Check your local postal pick-up schedule to regularly catch earliest train or plane. You

ACCO BINDS BEST COSTS LESS



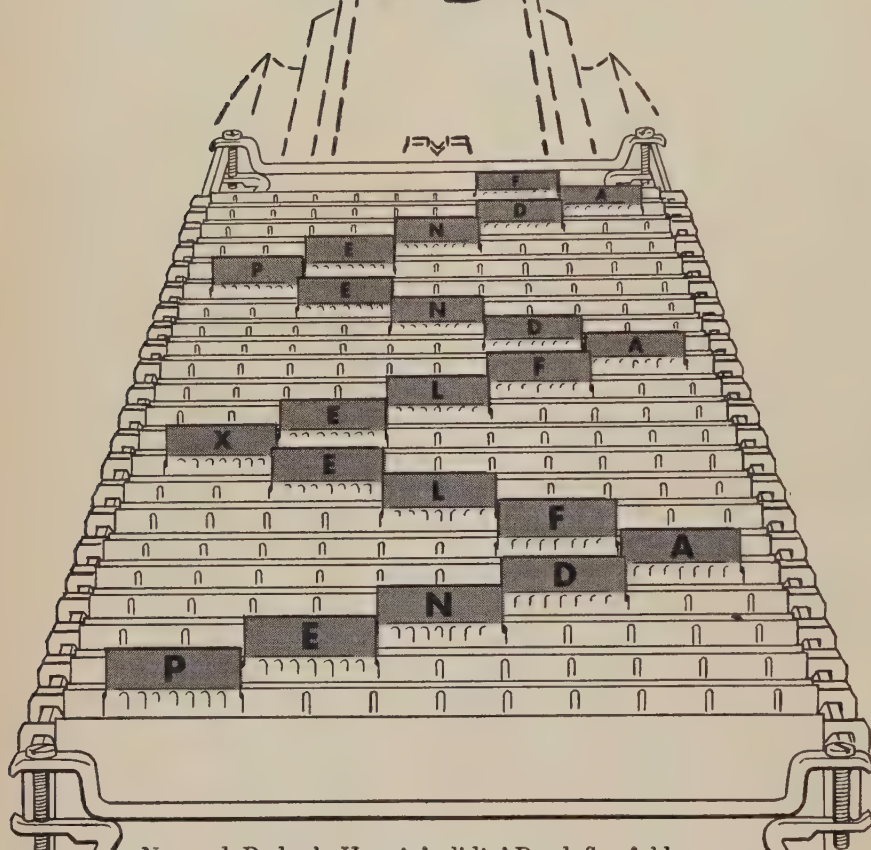
Acco binders secure records, invoices, catalogs, safely—papers can't slip out. **No** needless bulk! Unlike ordinary binders, trim, space-saving Acco binders slim to their contents—whether 1 sheet or 1000 sheets. 5 colors. Many sizes — from 36 ¢ up.

ASK FOR ACCO's new booklet
"Ideas That Save Time and Space"
—available free at office outfitters.

Or write: ACCO PRODUCTS,
A Division of Natser Corporation, Ogdensburg, N.Y.—In Canada: Acco Canadian Co., Ltd., Toronto
(Circle number 100 for more information)

ACCOPRESS®
GENUINE PRESSBOARD BINDERS

**has
no
six gun**



If you're a-hankerin' for the facts on filing efficiency, send in the coupon on the next stage. You'll get a Free File Analysis, too.

Oxford Filing Supply Co., Inc.
Garden City, New York
In Canada, Luckett Distributors, Ltd.

CITY _____ ZONE _____ STATE _____



Oxford
FIRST
NAME
IN FILING

6. Face and tie your envelope uniformly in stacks with stamp in upper right hand corner. Arranged this way, your mail skips the time-consuming facing step at the Post Office.

STIMULATE EMPLOYEE PRIDE IN YOUR COMPANY

■ Publish information regarding new contracts. Include data on the firm placing the order and how the

*“Imagine
offset in our office”*



FOR COMPLETE INFORMATION, CALL YOUR A. B. DICK COMPANY DISTRIBUTOR LISTED IN THE YELLOW PAGES

(Circle number 121 for more information)

materials will be used. This gives the employee a greater interest in what he is doing, as well as what his fellow workers are accomplishing.

- Mail newsletter to homes of employees. When wives and other family members read of the progress of the firm, they have a reason for pride in the breadwinner's place of employment.

- Hold occasional meetings for all employees. It may be to congratulate them on getting an order out

ahead of a deadline. Perhaps you can read them letters of praise from customers. Or it may be a good time to air gripes—make sure there is no fear of recrimination.

- Send employees birthday cards. This thoughtfulness goes a long way toward showing a man he means more to the owner than someone who punches a timeclock.

- Place bulletin boards in well-lighted areas. Keep them uncluttered and current. Make them newsy: list who is having a birth-

day, who became fathers, deaths in the family.

- Give family parties at Christmas time. Have someone play Santa Claus and pass out inexpensive gifts to the children. This goes further in establishing your company as a good place to work than a party where the drinks flow fast and free. Many a wife has soured on a company because her husband has come home tipsy from a company Christmas party.

"Sure, these methods for boosting morale are simple," says Advent. "They are so simple that many companies completely overlook them. To implement them there's hardly any cost involved. Just a little effort."



New York's Golden Tower passes the Giant Janitor's White Glove Test

It takes a Giant Janitor to keep America's most important buildings White Glove Clean. And American Building Maintenance Company's Giant Janitor service is the world's largest cleaning force.

ABM's Calculated Cleanliness results from exhaustive material testing, outstanding skill and experience—and most of all, a giant staff of well-qualified people under critical supervision. For almost 50 years, ABM has serviced structures of all sizes, at reasonable cost. No job is too big, no job is too small. It is our pleasure to service New York's most fabulous new skyscraper, 575 Lexington Avenue, and thousands of other important buildings in the United States and Canada, all of which benefit from this experience. We should be happy to put our tremendous store of information at your disposal, without obligation.

American Building Maintenance Co.

*World's Largest Janitorial Contractors • Throughout the United States and Canada
Serving more than 40 cities • Address inquiries to 335 Fell Street, San Francisco 2, Calif.
or consult your telephone directory*

(Circle number 105 for more information)

SALES BUILDERS

STAGE MUSICAL TO PERK UP SALESMEN

- HAVE YOUR SALES MEETINGS been on the dull side lately? If so, you might try putting your next one to music.

The Martin-Senour Co., Chicago paint manufacturers, did just that. It staged a two-day convention—tuned it to the musical theme "The Money Men"—inspired, of course, by the current Broadway extravaganza, "The Music Man."

"Seventy-six Trombones," for instance, was a lively prelude to a serious sales pitch. Features of the company's new automatic painting machines were accented by a down beat.

Vice President J. R. Deegan played the role of an oil-rich Arab swinging a bag of money to the strains of "We're in the Money."

"Angels" of the show—the six top salesmen—were pampered during the production with red carpet treatment—roped off easy chairs, dollar cigars, special table at the dinner, even breakfast in bed.

Extra box office boost was realized when the show went on the road. A one-day stand was sponsored by Martin-Senour distributor Standard Glass & Paint Co., Des Moines.

If your salesmen, dealers or distributors need pepping up, you might adapt a musical to put over your own sales aims.



FUNNY THING ABOUT THAT MINK...

ACTUALLY we hadn't planned to show the mink-clad miss in this picture of Y&E office furniture.

But when she walked in (we didn't ask why), there was something about the *joie de vivre* with which she trailed that mink that looked right as a trivet.

After all (thought we), mink says quality, richness, style, craftsmanship—all those things that Y&E furniture is known for. Besides, Y&E has even more: a *variety* and *choice* in styles, top coverings, colors . . . something to suit the taste and budget of 'most everybody, no matter what business he's in.

Well, we think you get the idea, and we hope that maybe you'll *do* something about it, as they say. Because businessmen who look *into* desks and other office equipment as well as *at* them choose Y&E.

Look into them yourself by calling in your Y&E representative. Or drop us a line and we'll send you a helpful catalogue or two.



YAWMAN & ERBE MFG. CO., INC. • 1036 JAY ST. • ROCHESTER 3, N. Y.

A S T E R L I N G P R E C I S I O N C O R P O R A T I O N

(Circle number 168 for more information)

You can achieve huge results with a merger or company acquisition. But simply merging doesn't mean a thing. It's *how* you do it that counts. Here are some authoritative guides on how to make a merger profitable. If you apply your imagination to these guides, you will discover some interesting growth possibilities.

by **William H. Coleman**, *President*
Twin Coach Co.
Buffalo, N. Y.

How to make a merger

Many executives think of merger and acquisition only in terms of a windfall or a dire emergency.

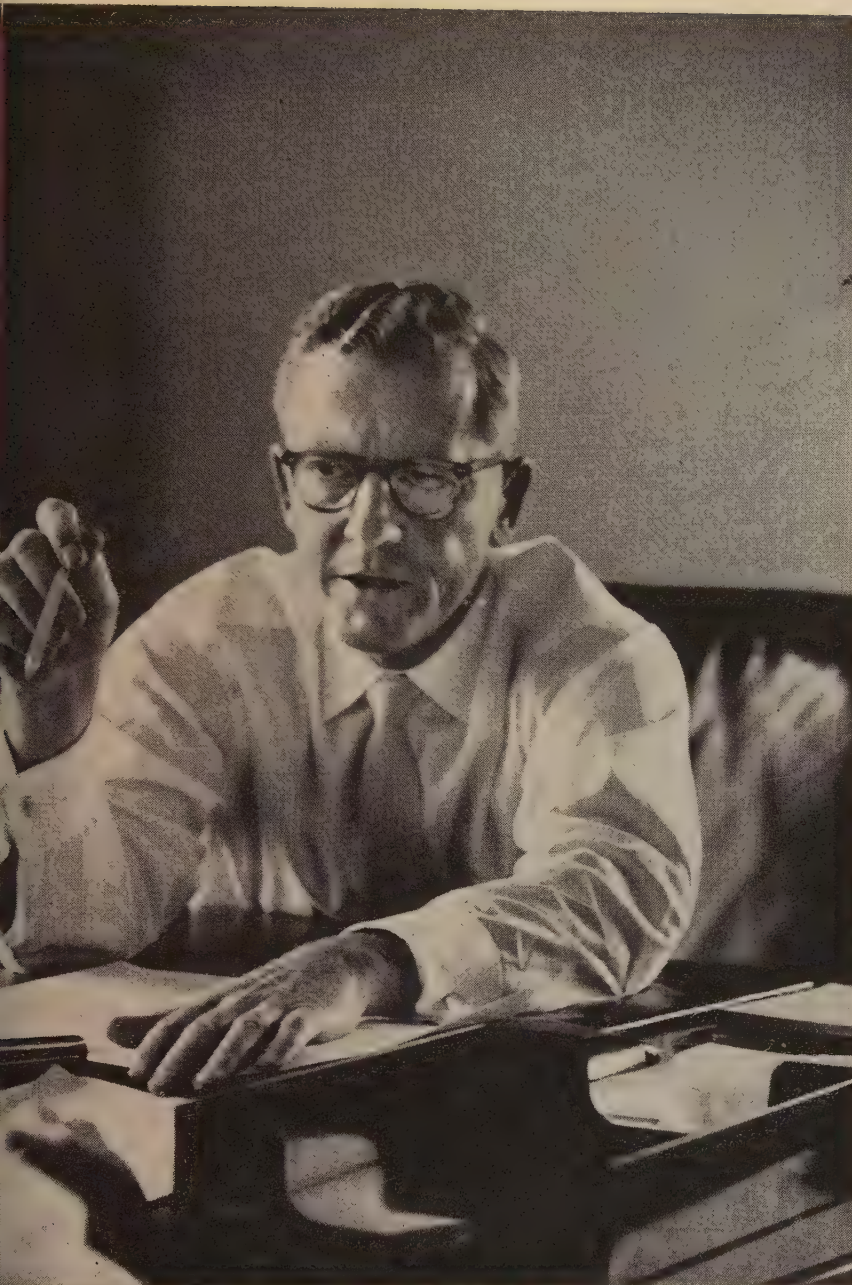
This is a mistake. Merger and acquisition represent a method of management that can be used to create a variety of positive results. This method can be used resultfully by small companies as well as large. Witness the early growth of our greatest industries—autos, steel, electrical, chemical, etc. Today's great blue chip companies are the

product of hundreds of mergers.

Consider the fact that it may take a company many years, using internal methods, to:

- diversify
- build a top engineering department
- develop a line of credit
- replace an aging management
- create profitable new products
- establish untapped markets
- build a larger plant.

But by means of merger or acquisition, any of these objectives can



PROBLEM

What shortcuts can management take to achieve major corporate goals?

SOLUTION

With an aggressive, well planned merger and acquisition program a company can diversify, develop a line of credit, or obtain new markets almost with the stroke of a pen.

THE MAN

William H. Coleman has been a practitioner of mergers and acquisition since 1941, when at the age of 23 he expanded an advertising display business by acquiring a supplier of wire racks. Now, in addition to being president of Twin Coach Co., a leading subcontractor of aircraft and missiles, he is a special partner in Cleveland's largest investment banking firm, Ball, Burge & Kraus; chairman of Alco Oil & Chemical Corp., Philadelphia; and chairman of Banner Metals, Inc., Los Angeles. He is a past-president of the Young Presidents' Organization.

reached in simply a matter of months.

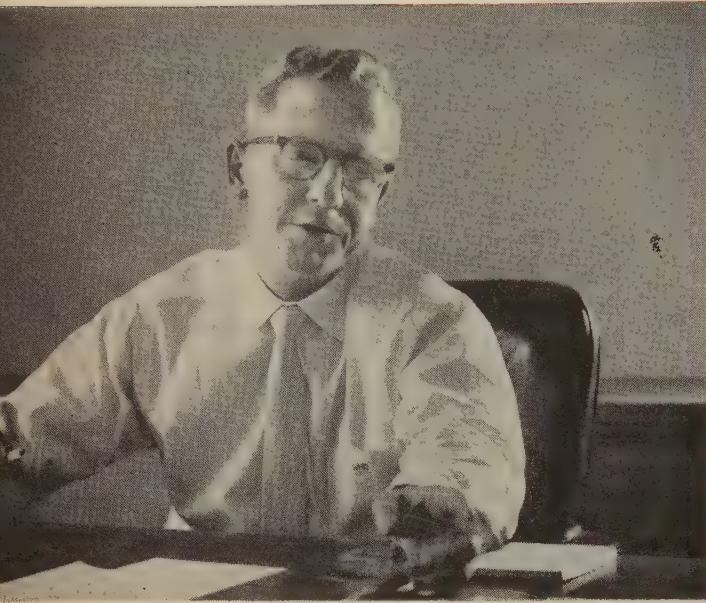
Not too long ago, the Bettinger Corp., of Waltham, Mass., acquired the Package Service Station Division of the much larger Avco Manufacturing Co. The acquisition permitted Bettinger to expand its line of ceramic coated products, while at the same time permitting Avco to divest itself of an operation that was diverting time, cash and attention from areas where it could generate greater profits.

American Gyro Corp. of Santa Monica, Calif. needed capital. It was an energetic, well-run company with sales more than doubling every year of its young life and the profit outlook was good. Paradoxically, the management couldn't obtain sufficient working capital on satisfactory terms to finance its prosperity. The company merged with Daystrom Inc., thus getting the cash that it needed and accelerating its already rapid growth.

These are but two examples of merger and acquisition programs that have been used to help small companies achieve their objectives sooner and more effectively than if the decision had been made to grow solely from within the company itself.

Managements that have successfully carried out mergers and acquisitions seem to have four traits in common: They know what they hope to achieve; how to size up another firm; how to finance the

"Success or failure often depends on the ability to assess the human elements in a merger."



deal they want; and, *most important*, have an appreciation of the all-important human element involved.

The plan

In planning a merger program, a management must decide what it hopes to achieve. This list presents some corporate objectives that motivate many successful mergers:

- One partner has a surplus of administrative skill that may be applied profitably to the other.
- Enhanced competitive position results from combining products to form an expanded product line; in some cases both companies make different components of a similar product, which allows the merged company to produce a larger portion of the completed product.
- Surplus production capacity will be utilized.
- By combining the sales facilities, it will be possible to sell a greater volume at a higher rate of profit than either partner could do separately.
- Obtaining a needed asset cheaper than buying, building or developing it from scratch (often inflation makes this practical).

How to find a partner

In addition to pin-pointing objectives, planning entails an understanding of how you are going to

locate merger prospects. The management that decides to go ahead with a program and then sits back waiting for a suitable prospect to make itself known usually waits a long time. To find companies you must notify your directors, business acquaintances, your attorneys, brokers, bankers and accountants. Often it means running advertisements in business publications and following up on ads placed by other companies.

I personally prefer the pinpoint, rather than shotgun, approach—studying the business scene to locate the ideal partner that will meet our corporate objectives. A study will produce a list of at least several, who must then be contacted directly.

Planning means deciding whether or not you are a bargain hunter. Rare is the good company that is willing to go at a bargain price. Some years ago Rockwell Manufacturing Co. was considering the acquisition of a middle-sized tool manufacturer whose product would have extended Rockwell's own line. The price was a bargain, and during the first round of investigations the deal looked very good. After a second look, a specter emerged. The president of the prospect company was the majority shareholder. The bulk of the man-

agement skill and energy lay in him, and he wanted to sell to retire. If Rockwell had completed the deal, it would have purchased a corporate corpse.

Other reasons for companies being sold at a bargain are that the corporation is in a depressed industry and growth is limited; it has a bad labor problem; substantial capital investments are necessary to make the company competitive with little assurance it can remain competitive; or that certain contractual arrangements with management and other individuals or groups put the ultimate profitability in doubt. Few management men have the time, genius, or shortage of other opportunities to make bargain gains worthwhile.

How to size up the prospect

There are many good reasons why two companies should join forces. But what is good for one pair of companies is not necessarily good for another. In addition, the drawing board objectives of a merger do not always turn out the way they were planned.

The sizing up process has six steps:

1. Balance sheet items. Start with receivables. Look for the aging of receivables, and compare it to historical losses. What is classified on the books as a receivable can, for the unwary, be a complete loss.

What is the nature of the inventories? A warehouse full of last year's women's dresses may be worthless, considering the obsolescence caused by style changes. A four-year-old inventory of farm machinery, on the other hand, may be as valuable as the day the equipment was produced. Inflation may have increased its value.

2. Fixed assets. Plant and equipment must be scrutinized very carefully. It is important to know whether the books are kept on the basis of original cost, less depreciation, which is conventional, or some other way. It is frequently desirable to have professionals ap-

praise the property and equipment in your behalf to determine market value.

Earnings and costs are important, from a trend point of view. Have costs over the years been going up or down compared with sales? And what about earnings? What is the relative size of fixed or variable costs? The company with low fixed costs offers the opportunity of reducing expenses as volume goes down, in this way preserving profit.

5. Tax factors. It is amazing how many companies buy or merge with another without making sure the prospect's tax returns have been given a recent and complete audit. Without this, it is impossible to know that all previous taxes have been paid. An executive of a New York City company tells the story of a tax suit being filed by a community in 1957 against a subsidiary purchased in 1950. The tax people of the community hadn't gotten around to making a final audit and the company was assessed for \$100,000 in taxes which should have been paid the year it was acquired.

Tax situations, however, sometimes represent opportunities for increased profit. If the assets of an acquisition prospect can be given a fast write-off, for income tax purposes, this provides the opportunity for fast recovery of their price of purchase through deductions from income. If you have a tax-loss carry forward this can be a suitable incentive to merge with a company generating substantial earnings. But the merger must be studied and planned as a marriage that will continue long after the tax shelter has disappeared.

6. Contingent liabilities. What long term contracts with consultants, employees, advertising firms, leasing companies, and other organizations has the merger prospect? What kind of pension, profit sharing, and stock option agreements, and product warranties will you inherit with the business, and will they affect the attractiveness of the deal?

7. Industry implications. Is the prospect's product or plant about to be obsoleted by radical innovations in

the industry? Is the industry as a whole growing or contracting? To what degree do larger companies in the industry control the activities of your prospect? Do they control the source of raw materials or the markets?

6. Assessment of future earnings.

Careful analysis of the preceding five factors will make it possible to obtain an approximate view of future earnings. It is well to survey earnings for both companies over a period of five to 10 years, and from this project an estimate of future earnings. In addition, a pro forma balance sheet of the combined companies should be drawn showing what the two companies would look like if joined at the time of the evaluation. But it is important to remember that merger and acquisition planning is not an exact science. Sometimes one plus one equals three, or five, or seven. It can also equal one, or less than one—even nothing. It depends a good deal upon the quality of the existing organizations, and the harmony with which they can work together.

How to finance a merger

Contrary to popular belief, cash is not the most common means of financing a re-organization. Non-cash financing can be an extremely technical consideration. Every company should avail itself of the

very best legal and financial counsel it can obtain. In many instances mergers and acquisitions that are good for both sides fail to go through because neither group has sufficient creativity or knowledge to come up with a plan that satisfies the needs of both sides.

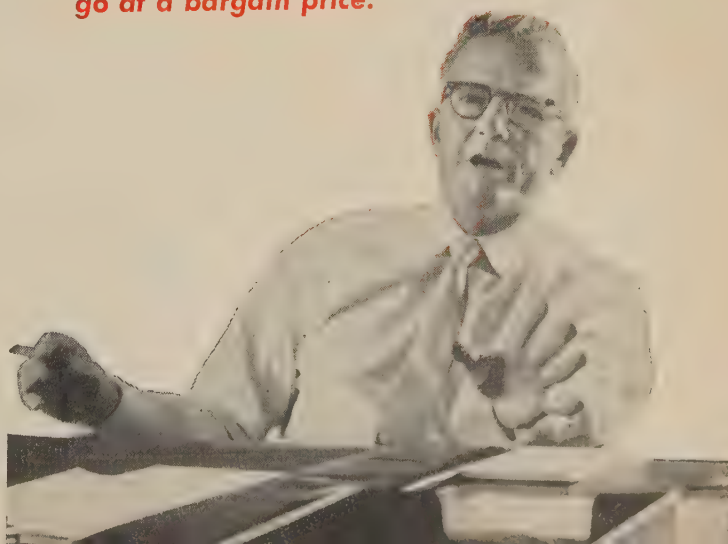
There are three common types of transactions:

■ **Taxable transactions.** These include the purchase of the capital stock of a corporation, or part, or all of its assets. The purchase can be made in the form of cash, stocks, notes or some combination of these. An advantage of a taxable transaction is that the seller receives payment as capital gains (taxed at 25%) as against ordinary income.

An interesting variant of the taxable transaction is where the company buys everything except plant and equipment. These are then leased by the purchaser. The benefit to the purchaser is that he is not required to have as much cash. The seller has a real estate investment whose value he fully understands and which has certain tax advantages to him.

■ **Tax free transaction.** Neither company must pay taxes as a result of the consolidation. Also, subsequent financing that may be necessary can be arranged directly on the basis of the balance sheet and profit and loss statements. The

"Rare is the good company that is willing to go at a bargain price."



"It is amazing how many companies merge without making sure the other company's tax returns have been given a final audit."

transaction is accomplished by an exchange of common stock and sometimes also preferred, for the common plus any preferred of the other company.

■ **"Workout" deals.** The purchase by Gillette Safety Razor of Toni was an example of this. The deal involves the payment of cash, pegged to the net book or fair value of assets bought, plus, often, additional cash payment representing a measure of earning power, and finally future payments related to future net profits of the business acquired.

The above and other basic financing techniques are the raw materials from which the skillful manager fashions an arrangement that meets his company's special needs and abilities, as well as satisfies the needs of the company on the other side of the bargaining table.

An unusually creative arrangement was worked out by the H. K. Porter Co. some years ago when it acquired the McLain Fire Brick Co. The method conserved Porter's cash, yet permitted the sellers to get a fair price. McLain was controlled by three families and a trust. Most of the principals were interested in selling, but the asking price of \$4 million was above the book value and was not within the limits of what H. K. Porter was in the habit of calling a good deal. The company did, however, have a consistent earning record since it was founded in 1903.

H. K. Porter eventually decided to offer the sellers \$750,000 for \$2,600,000 in fixed assets. This would create a loss for the selling company which would then be able to get back about 80% of the difference (\$1,500,000) as a tax refund. The "80%" figure was based on the recovery of federal income taxes plus excess profit taxes paid on earnings in previous years. H. K. Porter

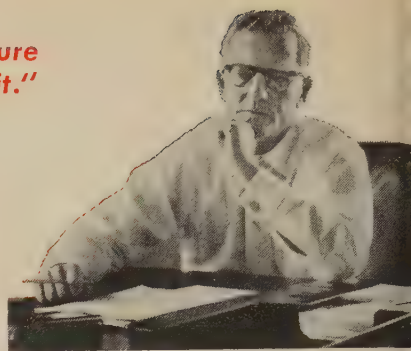
would then give McLain 90% for an inventory worth \$1 million, and McLain would recover \$80,000 out of previously paid taxes. Totaling this up, McLain would get \$1,650,000 in cash from Porter plus about \$1,500,000 in tax refunds, or more than \$3 million in all. The way H. K. Porter figured it, McLain shareholders would actually make out slightly better on this than if they got their \$4 million asking price for their stock and paid \$1 million capital gains tax. In the assets transaction described, the McLain people would keep the corporation intact, make an investment trust out of it, and would be able to pass along the stock in their estates.

Occasionally an opportunity for creative financing develops, based upon a very specific need of an individual to sell. A few years ago I was involved in such a transaction.

The business up for sale was a profitable one worth \$1,500,000. The balance sheet of the business showed approximately \$1 million in net working capital and approximately \$500,000 in net fixed assets. The company was owned by a single individual who had built it from scratch. The president and owner had a heart attack six months prior to my meeting with him and knew he could not carry on the business with his old vigor. Also, he felt that his estate should be in shape in the event that he were to have a recurrence of the heart condition.

Our first meeting was very strange. The problem set forth by the seller was clear-cut. He wanted \$1,500,000 for the business. He had the latest balance sheets available for study, as well as complete historical earnings records. It seemed likely that this was a fair asking price, since it was almost exactly at book value.

But my group wanted to investi-



gate more deeply. We were particularly interested in knowing whether the principal customers of the company had any plans that might affect the future of this business if it were under different management. We wanted to know whether customers' plans called for any course of action that might tend to obsolete the products that our proposed company was furnishing.

The owner approached the sale of his business as though he were parting with his right arm. All of his employees had worked with him for many years. He was very fearful that they would be adversely affected or worried or frightened if they knew that he was contemplating the sale of his company. Also the old friends among his customers, he felt, might change their sources of supply if word got around his company was for sale. So he put his proposition to me very bluntly. He said, "This is my price and these are the facts. I will give you the name of one trusted person in the industry to check, but beyond that I must ask that you talk with no one—no employee, no customer. You'll have to accept what I say as fact, and if you want to buy it on the basis of my representation to you, that's fine. But I am very fearful of what the result of an investigation might be."

This posed a somewhat novel problem. How can you investigate a business that can't be investigated? We did ask and receive the owner's permission to hire an outside engineering consultant. This firm conducted for us a two-week survey of the industry itself and

was able to give us some measure of comfort with respect to the particular company in question by spending one Sunday on the premises. This was some comfort, but hardly enough to justify the investment of \$1,500,000. We agreed with the owner that his representations were true—he did have a good business and it did have a good future. But we told him we believed it completely fair to ask him to back up his representations by taking a 10-year mortgage on the machinery and equipment. Since the machinery and the equipment represented 500,000 of the \$1,500,000 purchase price, the balance of our investment was not too risky since for the \$1 million in cash we would receive what were substantially current assets.

The owner went along with the idea. He received from us a check for \$1 million and a mortgage of 500,000 payable over a 10-year period.

We then went to the banks and borrowed approximately \$650,000 to purchase the \$1 million in current assets. The result was that our

risk totalled only \$350,000 for the purchase of the \$1,500,000 business. The future success of that company was built on the same mutual trust that was shown in the acquisition transaction.

Human factors

While all of the foregoing suggestions for acquisitions and mergers are significant, it is most important to emphasize that a successful merger program is not a mechanical exercise. A management cannot simply follow a good set of rules and expect success to be the inevitable result.

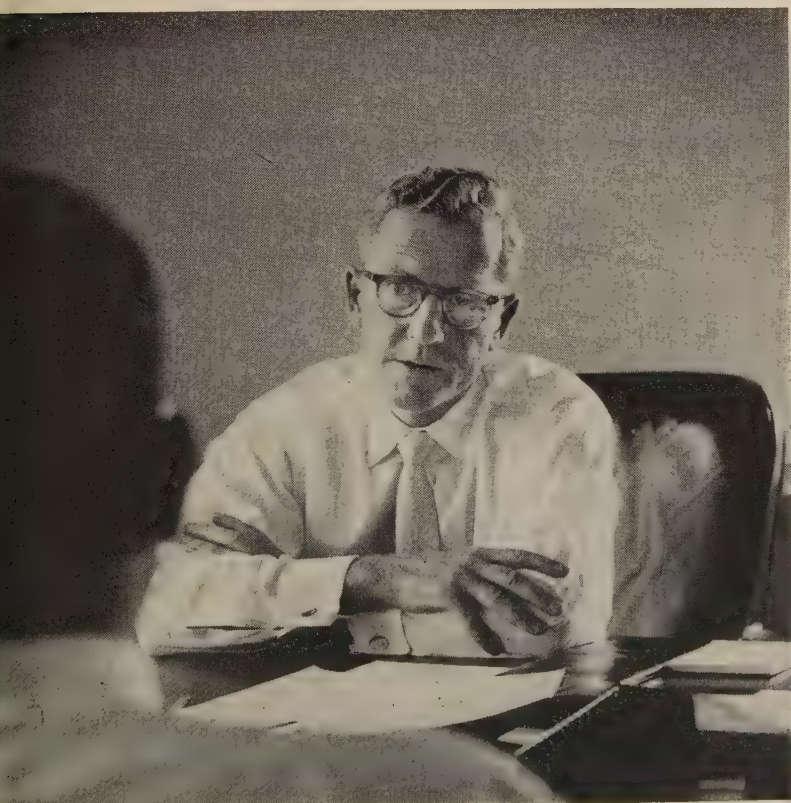
One must be very careful of the "human factors." If you and your organization consider purchase of a business that is staffed with competent people, it obviously follows that you must be skillful enough, careful enough in your dealing with these people to encourage them to stay with you and do the kind of a job that will help you build the business. If you make the mistake of building beautiful sales forecasts and lose the company's star sales manager through

short-sighted personnel policies, your acquisition program will be a complete shambles.

When the new business that you acquire is not staffed with qualified people, this fact is not apt to show on a purely statistical analysis either. Here you have to show unusual skill in bringing new people into the business and creating a harmonious atmosphere for them to work with existing personnel.

Success or failure most often depends on management's ability to assess the human elements of the pending re-organization. More monumental failures have occurred because of shortcomings in this regard than for any other reason. Conversely—and Litton Industries might be cited as an example—towering successes have occurred in situations where the combined balance sheets showed only mediocre possibilities, but the managements of both companies wisely assessed the vast human capabilities possible through the merger. ■

*Reprints of this story are available.
See page 106*



"Merger and acquisition planning is not an exact science. It depends upon the quality of the organizations and the harmony with which they can work together."

How to rate the social status of your company

Your company's status in a community is measured by various social and economic yardsticks. Here's one way to figure out how desirable your company is to its present community, and how it might be rated in a new location.

What is it worth to a community to have your company in it? The answer, in terms of specifics, is worth knowing.

From the community's point of view, every company has certain desirable and undesirable characteristics. For example, the community obviously gives you a merit badge if you employ people who spend their money locally.

But this desirable aspect of your operation may be more than offset if your plant belches soot that falls on the drying wash of indignant housewives.

Your company's social status becomes particularly important when you are looking at new plant sites.

On one hand, you can make your company more appealing to a proposed new community if you can point to the specific benefits your company will give the community.

On the other hand, you had better know your company's social liabilities too. Even when a particular town or geographic location is beating the drum hard for new industry, chances are that the local leaders and the community as a whole are discriminating in what qualities they are looking for in a company.

Dade County method

There are gauges you can use to measure your company's social standing. One gauge is suggested

by a formula devised by John N. Gibson, formerly director of the Dade County Development Department in Miami, Fla.

John Gibson wanted a yardstick that would measure both the good and the bad aspects, and reduce these to a single numerical rating which would indicate the desirability of the company from the community's point of view.

The rating method he came up with is shown on the facing page. As shown, company characteristics are divided into two categories: physical and social.

Under social characteristics, three factors are considered to have a major bearing on the community: competitive relationship to other local industry, stability of community relations, and quality of labor relations.

Under physical characteristics, these three factors are considered of major importance: consumption of natural resources; air, land or water pollution; and burden on transportation facilities.

Using this formula, a company is given a plus or minus score in each of the six categories. Because some characteristics are considered more important than others, however, the size of the rating scale varies. For example, in the case of transport burden, the scale goes from minus six to only plus one. But in the case of labor relations, the rating runs

from minus nine up to plus ten.

Once a company has been rated on the six criteria, all minus scores are totalled and subtracted from the total of all plus points. The net score represents the company's "net worth" to the community. However, if the company is one that sells its product outside of the local area, thus bringing in money from the outside, the "net worth" score is doubled.

Variable conditions

You can adapt the Dade County formula to get an idea of the value of your own company from the community point of view. Of course conditions vary from community to community and obviously a company characteristic that is unimportant to one community may loom large in another. For example, if your plant manufactures paper and is adjacent to a large river, your heavy consumption of water won't affect your community rating. But if your plant is in an area where water is scarce, you will probably be called a water hog.

Every company has certain assets and certain liabilities that determine its social status. Most of these characteristics can't be changed. But if you make yourself aware of them, you will be in a position to keep your advantages in the foreground, and your disadvantages in the back. ■

ANALYSIS TO DETERMINE COMMUNITY "NET WORTH"

LIABILITY

Social Characteristics

ASSET

COMPETITIVE RELATIONS

Company will increase competition against existing firms without benefit to the public of lowered prices by supplying goods or services locally that are already being supplied on a comparable quality and an adequate quantity basis.

Company will supply goods or services locally that are not now supplied on a comparable quality or adequate quantity basis, or if already provided will benefit the public by lowered prices.

654321

123456

COMMUNITY RELATIONS

Company will tend towards instability of continued operations because of degree of absentee ownership, dependence upon defense contracts or known individual or group characteristics of labor-management strife.

Company will tend toward stability of continued operations because of dominance of local control, lack of dependency upon defense contracts and individual or group characteristics of a progressive labor-management and community relations record.

987654321

123

LABOR RELATIONS

Company will within its own labor pattern tend toward labor force fluctuations because of seasonal work and will have a predominance of unskilled or semi-skilled labor.

Company will within its own labor pattern tend toward uniformity of labor force in all months and will have a predominance of skilled or professional labor.

987654321

12345678910

LIABILITY

Physical Characteristics

ASSET

RESOURCES CONSUMPTION

Company will require excessive utilization or the consumption of relatively large amounts of land, water, or other natural resources of the area.

Company will not require excessive utilization of land and will not consume beyond reasonable reclamation the land, water or other natural resources of the area.

10987654321

12

PROCESS EFFLUENCE

Company will by characteristics of its processes or facilities emit undesirable solid, gas, liquid or energy adulterants to the land, air or water of the area; such emissions to include perceptible light and sound characteristics.

Company will by characteristics of its processes or facilities in no way emit undesirable solid, gas, liquid or energy adulterants to the land, air or water of the area and will in its physical configuration make an aesthetic contribution to the community.

10987654321

123

TRANSPORT BURDENCE

Company will as a result of its operations in the movement of power, goods or services cause a disruptive burden upon the affected transportation facilities of the area.

Company will as a result of its operations in the movement of power, goods or services not cause an unreasonable burden upon the affected transportation facilities of the area.

654321

1

Liabilities total

subtracted from assets total

equals "net worth"

How to get new business from

Selling is largely a job of convincing existing customers that they should buy more. There are dozens of ways to do it—as illustrated by the simple and imaginative examples in this article. Your sales force won't be able to use all these ideas, but they'll be able to adapt many, and the others will start you thinking of still more.

What would your salesmen give for a list of top grade, pre-sold prospects known to be in the market for your products or services?

Their eyeteeth?

Tell time to save 'em. They already have such a list! Tell your salesmen to just thumb through copies of the orders they have written during the last 12 months and there it is—as rich a source of high-potential leads as you could dream of—a list of prospects who already know you, your products and your company.

Brand new sales from present accounts, one of the most neglected secrets of new-business getting, is simply a case of spotting or—more frequently—*creating* new reasons for buying. Its requirements are simple: sales alertness, curiosity, a little imagination.

Tested ways and means that your salesmen can use to scoop up the treasure at their feet—new business from old accounts—herewith:



**SELL YOUR
FULL LINE**

Many salesmen short-change themselves by *assuming* that their customers are not in the market for additional products when, in reality, the customers just don't

know what else is available from them. Others, yielding to the temptation to take the course of least resistance, push only the "easy movers." The result: a comfortable—but costly—selling rut.

Get your salesmen to bring out the rest of your line, though, and they may find a large untapped market right under their noses.

Thus, salesmen for The Nestle Co., food manufacturers, systematically sell their complete line—and, consequently, more aggregate volume—by featuring certain products in rotation every six weeks.

"Since we can't hope to cover all our products during any one sales call and still hold the customer's attention," explains assistant sales manager George A. Perlberg, "we 'sell by cycle.' That is, we divide our line into 'primary' and 'secondary' items. 'Primary' items are featured all year long; 'secondary' items change every six weeks. In time, all our products get their fair share of exposure in the marketplace and our customers grow familiar with our full line."

Salesmen for Masback, Inc., hardware wholesalers, sell more by "hooking" one product to another in their presentations.

"A dealer who orders paint, for example," says Vice President Philip Spiegel, "automatically becomes a prime prospect for brushes, roll-

ers, pails, scrapers and a dozen other products. Our men are trained to point out tie-in sale possibilities whenever possible—something every retailer appreciates. Why shouldn't they? It means bigger profits for them."

Agents for Aetna Casualty and Surety Co. point out to clients that by dividing the responsibility for their protection among several agents, they risk gaps in their protection . . . unnecessary and expensive duplication of coverage . . . annoying confusion and delay in the settling of claims. After describing their "full line," they suggest, "Why not take out one of our all-inclusive policies and rid yourself of piece-meal protection?"

Many salesmen examine their line periodically in order to "finger" the item which they have been most neglecting. They promote it intensely for several weeks, then move on to another dust-gatherer while of course continuing to sell their staples.

Others make it a point always to leave pertinent sales literature with customers—catalogs, sales bulletins, even annual reports—with handwritten sales messages in the margins.

Whatever method your salesmen choose, they can be sure that as soon as they start selling *all* your products, they'll sell more.

old accounts

by Ted Pollock

As a business writer, Ted Pollock has interviewed hundreds of salesmen and their managers on scores of subjects. He is a contributing editor of *The American Salesman* and holds a Ph.D. from Columbia University. This article copyrighted 1959 by Ted Pollock.



TAKE STOCK

It's amazing how often people think they have what they haven't. A simple offer to check a man's stock will frequently show up gaps in his inventory that neither you nor he suspected. In certain cases where permission may be necessary, be sure the salesman gets it before proceeding with the stock check. And always keep estimates of a customer's needs realistic, for if you overload him just once, your name will be mud ever after.



IS HE ORDERING THE "ECONOMY SIZE"?

Sometimes you can transform a so-so customer into a star account by showing him that a bigger order will actually save him money. "Increase your order to 10 tons," suggests a fertilizer salesman to his former customers, "and take advantage of our special bulk discount." "You can realize a substantial saving by signing one of our 2,000-name contracts," says a local advertising representative to the customer who has already consumed

1,200 lines of advertising space. "On carload orders, we pay the shipping charges," has proved a potent selling point for a supplier of yarns and threads.

If your salesmen are authorized to offer volume incentives, get them to feature these incentives regularly. The law of averages practically guarantees that there will be *some* nibbles.



ASK FOR IT

A lot of business goes begging because salesmen, content with the size of the orders they are getting, simply do not ask for more. Believe it or not, some customers say, "Send me the same" from sheer force of habit. Raise the ante for them, though, and they'll string along, as a general rule.



SUGGEST NEW APPLICATIONS

If your salesman can show a customer how to use more of your product or service advantageously, he is apt to buy more.

Western Union, for example, offers a "Telegram Plus" service that

enables customers (who may now be using telegrams only to announce price changes) to send a telegram together with an actual sample or model of their products.

Sales supervisor Edward Cole explains: "Under this program, we'll deliver—along with an explanatory telegram—anything that's portable and weighs less than 20 pounds: sales promotion material, a copy of a magazine opened to the page on which a pertinent advertisement appears, catalogs, brochures, cut-away models—you name it. Once we explain how it works, many of our customers use the 'Telegram Plus' service to break a campaign simultaneously all over the country. They send an explanatory telegram together with a sample or an envelope that contains a return telegraph blank. All the dealer has to do is fill out the quantity, sign the telegram and send it back."

Representatives of Thermo-Fax Sales, Inc. have upped sales of the sensitized paper used in their copying machines by suggesting many additional ways in which a Thermo-Fax can save the customer time and money.

"To cite just one instance," says Branch Sales Manager Richard C. Rightmyer, "we've shown physicians—who originally bought a Thermo-Fax to copy medical rec-



ords—that they can appreciably reduce the cost of sending out statements by setting up a ledger card system that contains the amount outstanding. The doctor's nurse can then reproduce as many as 250 such statements in one hour instead of using her valuable time to type each one out. It's been one of our most successful ideas."

An imaginative salesman for Bostitch Inc., manufacturers of staplers, immediately increased his sales when he discovered that his machine could be screwed into the driver's compartment of his customer's trucks, thereby permitting drivers to staple together important papers like bills of lading. "Just about everybody saw the benefits in keeping their drivers' papers securely together instead of risking the loss of vital and perishable records," he explains.



KEEP IN TOUCH

Companies expand. Families grow. Neighborhoods change. New needs arise. The objection that was 100% valid six months ago may not apply at all today. Unless you're a marriage broker, check back regularly on your customers to re-assess their needs.



MAKE SURVEYS

Convinced that a certain industrial plant was unwittingly contributing to employee inefficiency through poor illumination, a representative of a lighting firm took an informal poll among workers, discovered that an alarming number of them suffered from early afternoon fatigue and recurrent headaches. Armed with these "testimonials"—and a report from the plant physician—he convinced his customer to revamp his entire lighting system.

In an altogether different area, it has been the experience of gen-

eral insurance agent Leonard Stone of Jersey City that most people are underinsured.

"They tend to underrate their net worth," says Mr. Stone, "or overlook the fact that it costs a great deal more today to replace goods that are lost, stolen or destroyed than it did when their policies were written. When I sit down with a client who took out what was 'sufficient coverage' five years ago and figure out his current insurance needs, he's not only amazed; he's grateful—and impressed."

The moral is clear: prove to a customer that he *needs* more of whatever it is you are selling and he'll *buy* more.

How About You?

Here's a "quickie" quiz and check list you can give to your salesmen to help them spot opportunities for boosting your present "share of the business."

1. Are you selling your full line?
2. Do you regularly check customers' inventories?
3. Do you feature your "economy size"?
4. Do you ask for more business?
5. Are you on the lookout for new uses for your product or service?
6. Do you periodically check back on—and re-assess—customers' needs?
7. Can you prove that more of your product or service means additional savings?
8. Are you picking up leads from satisfied customers?
9. Can you help your customers to sell more?
10. Are you taking advantage of your competitors' weaknesses?

But face the fact that it frequently takes longer to gather the necessary information than it does to do the actual selling once the convincing facts are at hand.



"YOU'RE LOSING MONEY"

Your toughest customer has a tender spot—his wallet. Show him how buying more of your product can fatten his profits or cut his costs and you're on your way to increased business.

A salesman for an intercommunications firm hit pay dirt when he proved to customers that they could save additional time and money by expanding their basic intercom systems.

A pharmaceutical representative got a druggist customer to set up an attractive display of his product instead of keeping it hidden among "regular" items by reporting the extra sales realized by a competitor who had done so. The display increased demand—and the mutual sales volume.

Aren't there ways in which more of *your* product can make (or save) money for customers?



GET REFERRALS

There's more than one way to cash in on a satisfied customer. Among the very best is to ask him to recommend friends or relatives who might be interested.

A salesman for a landscaping firm, disappointed by the scarcity of leads given even by his most enthusiastic customers, literally quadrupled his prospect list with a simple change of strategy. Instead of merely asking for names out of the blue, he suggests that customers thumb through their phone-side address books to refresh their memories. "Usually," he reports, "these customers surprise themselves with the number of possibilities."

(Continued on page 102)



Don't just
save
clerical
costs!

Sharpen management with data processing

by Emerson W. Mitchell, Controller
Norma-Hoffmann Bearings Corp.
Hamford, Conn.

You make a mistake if you think of data processing as a clerical work and salary saver. The real value of data processing is its capacity to sharpen management decisions. So says this author whose company makes multiple use of its low cost data-processing system. Here's the concise story of a system that works for all of management, not just for the office manager.

To use data processing for just clerical jobs makes as much sense as putting motors on windmills.

Data processing does speed up clerical operations, it does improve accuracy, and it does cut costs.

But its greatest potential lies in its ability to give management closer control over the entire range of sales and manufacturing operations. It can tell you exactly where your company stands from day to day, and gives you the information you need to decide what should be done the next day, week and month.

This has been the goal of the data-processing system at Norma-Hoffmann Bearings Corp. We figure it

Control center on factory floor schedules production according to machine availability. All schedules are summarized by the data-processing center in daily and thrice-weekly reports.



PRODUCTION SCHEDULES

saves the company \$30,000 a year in reduced clerical costs. However, we consider this less important than the harder-to-measure advantages provided by improved control over operations.

In a good system, complete data on every new order (product, size, quantity, delivery data, source, price, etc.) and every operation performed in the factory (order, part, quantity, materials used, operation and operator) are reported to management, summarized or detailed as desired and then correlated in whatever way best facilitates decision making. Management can have this information updated as often as necessary—more than once daily if desirable.*

Data processing means facts

Data collected in a comprehensive system can be processed to serve hundreds of uses.

It can tell **management** what the factory backlog is, what factory costs are, what shipments have been made, what the trends are in

orders received, the actual profitability of each product and order.

It can tell **production** when to manufacture to meet delivery dates. It can pinpoint jobs that fall behind schedule. It can tell what volume is scheduled for any day, period or operation far enough ahead to adjust working schedules, employ new workers or transfer workers.

It can tell the **quality control** manager how much material is being scrapped and reworked. He can get a breakdown of rejects by cause, type and size of product, operation and operators.

It can tell **industrial engineering** the specific operations that are out of line on costs.

It can tell the **purchasing department** what materials are on hand and what will be needed.

It can tell **sales management** what customers, industries and areas are buying and which salesmen are selling best.

It can also do all pay-roll work, including the printing of checks.

From start to finish of the manufacturing process, control records accompany production lots. Through spot checks and fast, concise reports, management knows exactly where it stands.



WORK FLOW CONTROL

In other words, a good data processing system is set up so that almost any correlations on what is going on may be made in processing. This does not require more paperwork. In fact, a good data processing system actually simplifies recordkeeping throughout the company. Almost all the data of use in management controls is already recorded in some form by most companies. Data processing makes the information readily available for decision making.

What it costs

Expensive equipment isn't necessary for a comprehensive data processing system. Since the information required for most business decisions involves arithmetic only, you don't always have to have a computer. A relatively simple punch card system with equipment that sorts, collates, summarizes and prints data received from customers and the factory floor can handle the entire range of manufacturing control problems.

For most companies in the \$5 to \$20 million annual sales range, the equipment required for a comprehensive system can be obtained on a rental basis for \$1,000 to \$3,000 per month. And almost every company in this size range can benefit from the closer control provided by data processing. For larger companies, the advantages are more obvious.

Where to start

Every company that considers a comprehensive data processing system will want to know what it will do with the company's *major* control problem. It is a mistake, however, to consider data processing as the solution to *one* problem.

In operation, there is little more work in a system that covers all control areas than one that is restricted. Making a system as comprehensive as possible is the only way to assure full value.

All the uses of data processing can't be predicted beforehand. For

example, a system that mechanizes maintenance cost accounting may later prove useful in modernization plans by determining amounts and kinds of repair work done on particular machines.

It is possible to install a system in steps, but the full range of control possibilities should be considered from the start in planning the system. Pay-roll computation, for example, may be deferred although mechanical pay-roll processing probably pays for itself in reduced clerical costs quicker than any other operation. It can nevertheless be given low priority because it contributes nothing to managerial control.

Organizing a program

A program that covers the entire range of manufacturing and sales controls obviously can't be established by one department. Top management must give it enthusiastic support and clearly define authority and responsibility for the

program. One person, preferably a man with knowledge of manufacturing operations should be given full responsibility.

Most of the more than 30,000 data-processing systems now in use are installed in accounting departments. This is because systems are most often used for paperwork in the narrowest sense of the term. To provide full value, a data-processing system must be considered as a separate department, serving accounting as well as other departments. Whether the personnel who run data processing are drawn from accounting, production, or other departments isn't important.

Getting a system off the ground also requires cooperation all around. Validity of the results obtained depends upon meticulous and systematic reporting of data. All departments must be educated in how the system works. An understanding of the purpose of the data reported reduces chances for errors.

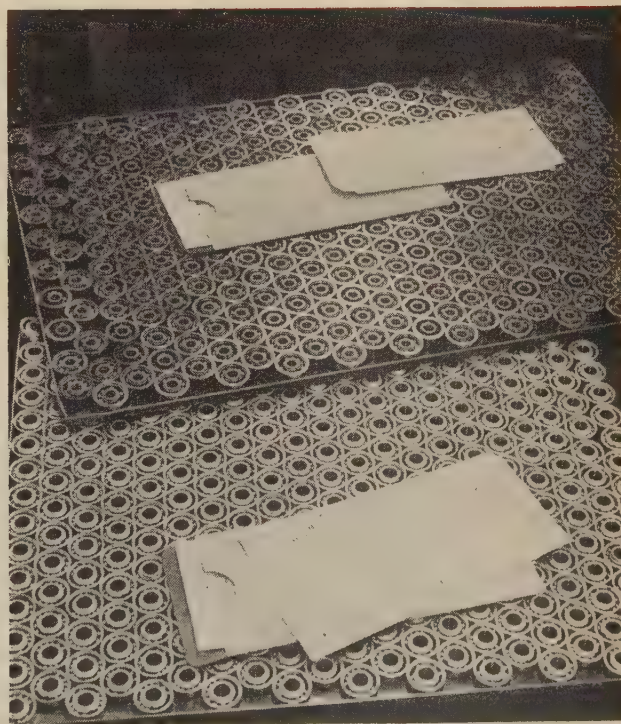
(turn page please)

QUALITY CONTROL



When a unit is rejected, inspector records all pertinent facts: reason for reject, lot quantity, machine and operator numbers. Then, through data processing, the trouble spots are quickly isolated.

INVENTORY CONTROL



Every production lot going through the plant is identified by data-processing forms. The data processing keeps track of in-process inventories and work done on all lots.

SALES ANALYSES



Regular sales analyses tell what industries and territories are buying and how well individual salesmen are doing.

Because adoption of a data processing system requires detailed explanations of new routines, it is easy to forget to explain the significance of innovations. In making the change to data processing from long established methods, constant emphasis must be placed upon the advantages of the new system to the company as a whole.

The technical problems of installing a data-processing system are not great. It takes time to train personnel and to select and install equipment, but makers of data-processing equipment are quite helpful in both respects.

It also takes considerable reflection to establish the routines by which the system will operate. Insofar as they will not limit application of data processing, the mechanics of data collecting should follow existing procedures.

Production planning generally requires that lots going through production bear some sort of identification or form on which completion of manufacturing and inspection operations may be recorded. Substitution of data-processing forms is relatively simple. The use of an incentive pay system facilitates installation of data processing.

At the Norma-Hoffmann Bearings

Corp., the data-processing system has actually made it easier for all departments to report the same information that was formerly reported by more complex and a wider variety of forms. This information is now reported in such a way that it may be processed quickly to answer specific questions required for decision making. This should be the goal of every data-processing system.

How it works at Norma-Hoffmann

In the precision-bearings industry, ability to assure on-time deliveries and, in many cases, ability to deliver in quicker-than-normal time are major competitive advantages. This is why scheduling is the most critical problem handled by data processing at Norma-Hoffmann.

Norma-Hoffmann's data-processing system has virtually eliminated past-due orders and reduced the manufacturing cycle by 15 working days. Increased flexibility has also given Norma-Hoffmann a competitive edge. Special and rush orders can now be scheduled without disrupting other orders and without converting the entire plant management group into expeditors.

The value of close, flexible control over production was highlighted by the recent business cycle. The company slowed down in late 1957 and accelerated to full operation in early 1959 with gear meshed perfectly in the shifts.

In addition to production planning, Norma-Hoffmann's system covers quality control, cost accounting, sales analysis, order processing, billing and payroll preparation.

The company began using data processing in 1957. A punched card system is used with key punch machines and typewriters, sorters, collaters, printing machines and a calculator. Rental cost of all equipment from IBM is \$2,200 a month.

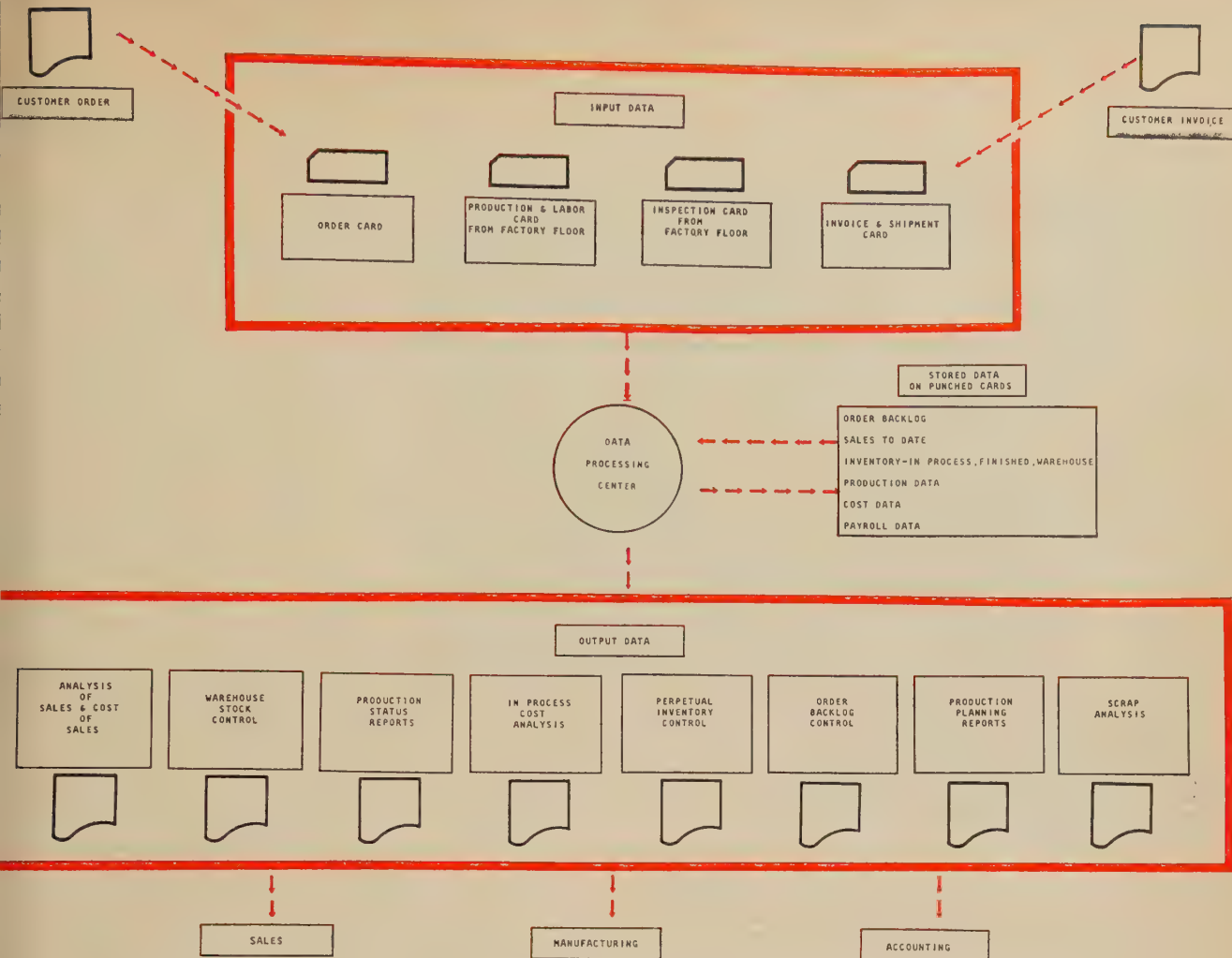
Heart of the system is the data processing center. Every action taken in the sales office and on the factory floor is reported on punched cards to the center the same day. The center's function is to summarize and correlate the data in reports that facilitate further the decision making and the scheduling.

Production planning

Production planning is continuous, and the effect of new orders is reflected immediately in the system. Delivery date of each new order is checked against the schedule which is brought up to date three times a week. New authorizations to manufacture are created to maintain inventories of finished bearings and unassembled components as well as to fill orders. Sales forecasts and economic manufacturing quantities are also taken into account.

Acting on authorizations to manufacture, control centers on the factory floor (one in machining and one in assembly) establish start and stop dates for every production center or machine in the plant, preparing a separate punched card for each center. These jobs are listed in calendar sequence by the production center in subsequent production schedules. For jobs in process the report also lists the quantity produced above or below schedule and the total produced and remaining to be produced.

When punched cards are prepared for job scheduling, duplicates are made incorporating data



This diagram shows what goes into the integrated data-processing system at Norma-Hoffmann, and what kind of decision making information comes out.

describing the job and its incentive pay rate. They are used to assign work to machines and operators and to report performance to the data-processing center. A daily production report, somewhat similar than the complete schedule issued three times a week, lists production for the previous day and the totals to date for current jobs.

Quality control

Reports on rejects and parts returned for reworking in the many inspection operations required in the manufacture of precision bearings are needed in the production planning system to keep track of parts in process. Additional information is recorded to aid the quality control department. The operation, machine number, operator number, the lot quantity and the reason for rejection as well as the number of pieces scrapped or returned for reworking are recorded and later analyzed.

The quality control manager knows not only how well the plant is doing but exactly where efforts to improve will do the most good.

Cost accounting

There is no limit to the depth of analysis that Norma-Hoffmann can make on its production costs. The company knows the profitability of every product it makes. Regular reports cover labor variance, cost of sales, in-process parts cost analyses and labor distribution. Periodic reports are prepared on such comparisons as actual versus standard costs for particular types of work. Data processing is the first step to reduce costs.

Pay-roll preparations

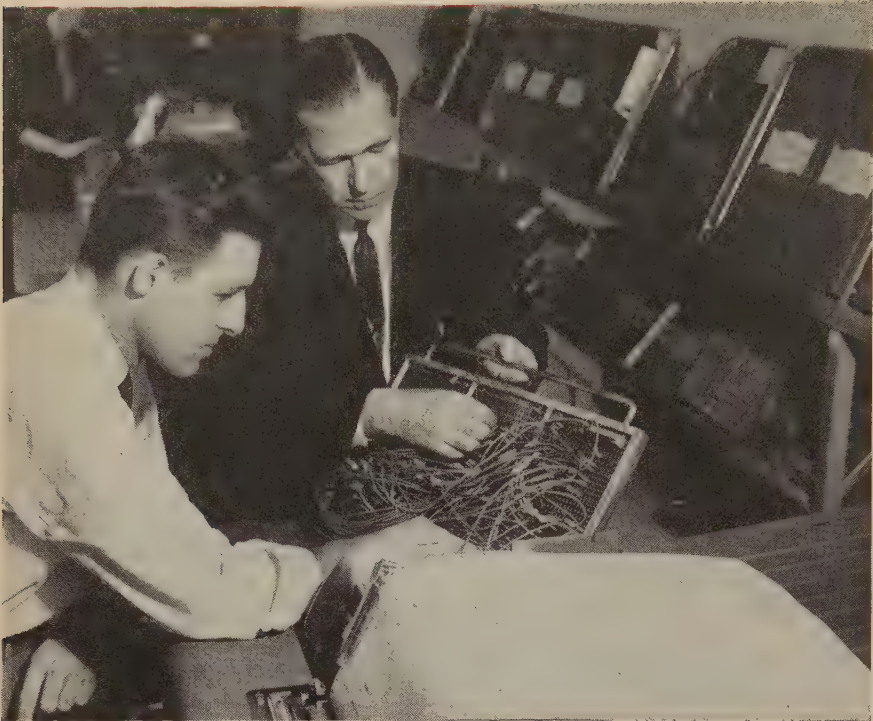
The same punched cards that report completion of an operation on the floor, plus time cards, are used to prepare the pay roll for Norma-Hoffmann's factory employees. As a technical problem in program-

ming a simple data-processing system, this job is the most complex of the work done. One man may receive nine different kinds of pay including clock hour pay, incentive and average incentive pay on several different jobs, downtime pay, a shift bonus and overtime. His paycheck stub tells him what he earned each day and how he earned it. Although putting this work on data-processing equipment reduced clerical costs more than any other single function performed by Norma-Hoffmann's system, the job was deferred until the rest of the system was running smoothly. This was done because mechanical pay-roll computation contributes little to management control and our system was installed to improve control.

Uses of computer

Although Norma-Hoffmann's system is comprehensive, it is still being developed. Management now

ADAPTABLE PROGRAMMING



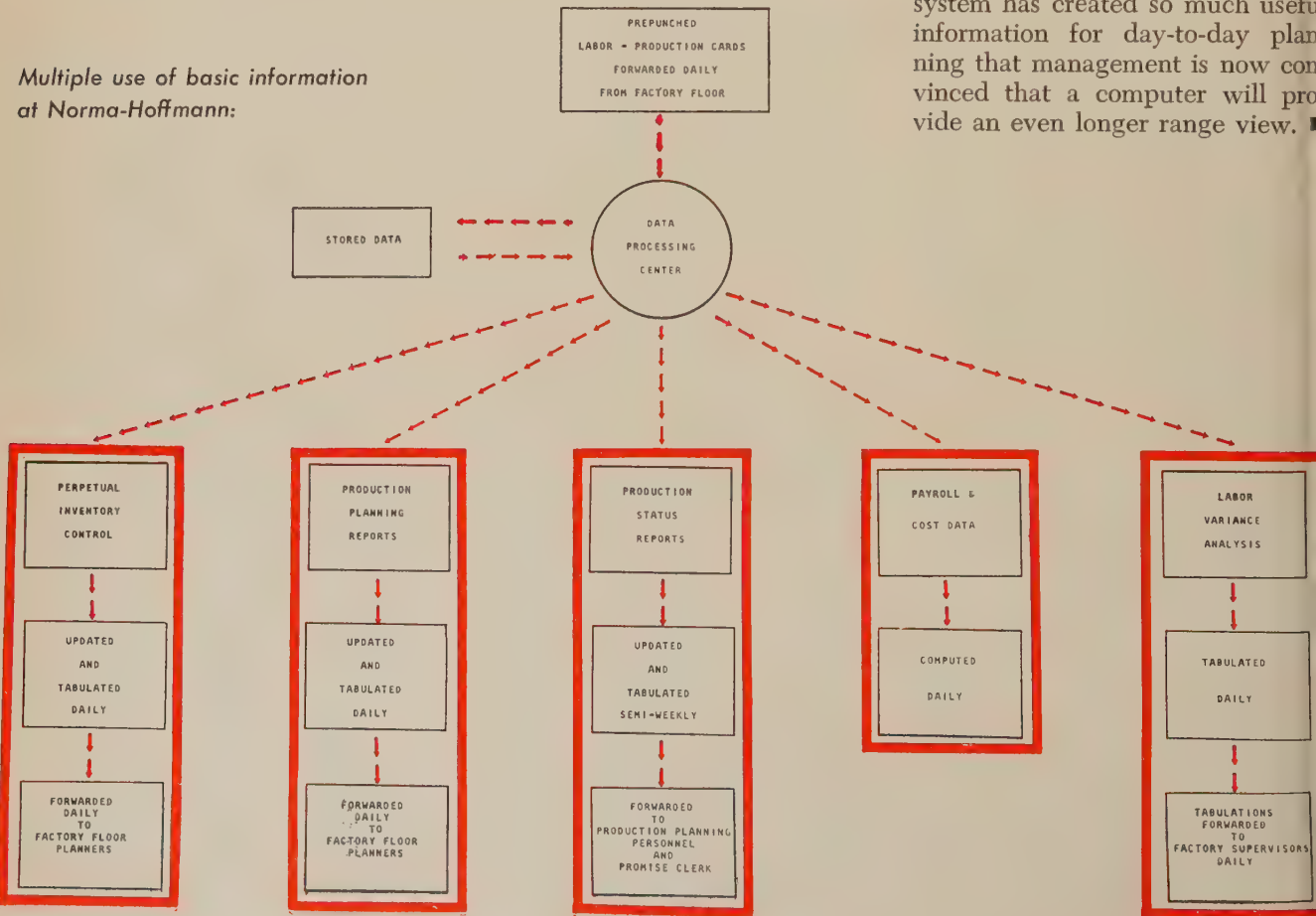
Using circuit boards, equipment can be programmed to summarize and correlate data to serve hundreds of uses in decision making.

believes that it has progressed to the point where a computer will be useful; one is now on order. The time available on present equipment is almost fully used. A computer will speed up delivery of daily inventory and production planning reports and permit a greater number of correlations in other reports.

Management also hopes to improve production planning with a computer. The present system assures that production schedules will take care of order backlog. Beyond this, however, production planning is still a matter of judgment. It is hoped that formulas incorporating sales forecasts and economical manufacturing quantities can be fed into the computer to produce optimum utilization of plant capacity.

When Norma-Hoffmann installed data processing it was impossible to predict all of its uses and all of the advantages of the closer control it was expected to provide. The same is true of the computer on order. But the data-processing system has created so much useful information for day-to-day planning that management is now convinced that a computer will provide an even longer range view.

Multiple use of basic information at Norma-Hoffmann:



How to achieve **EQUITABLE PAY** for executives

No company escapes the problem of how to attract, reward, motivate and hold good executives. Compensation is not the only aspect of this problem but it is certainly the major aspect. Many companies find they can achieve equitable compensation for executives if they deliberately follow a three-step approach. The approach is detailed in this closely reasoned article.

This article is reprinted from the Acme Reporter, official publication of the Association of Consulting Management Engineers, Inc.

Not long ago officials of a medium-sized company were trying to pry loose an unusually talented executive who was firmly and happily lodged in a competing organization. Early in the negotiations they mentioned the salary they were considering—\$35,000. The object of their attentions wrote back at once, saying:

“Since I am now making \$38,000 it hardly seems worth your while to pursue the matter further. But if you wish, I shall be glad to come and talk with you.”

Should the company try to beat that price? How much more would it need to offer to make the difference mean anything? If it promoted one of its people instead, should that man be protected from some other company's raiding by having a comparably high salary? And so on.

The rate of pay of its executives

continues to be one of the stickier problems with which a company must deal. Under the eyes of hungry competitors seeking to gobble up its top people, in a time of thin pickings in the field of qualified manpower, pressured by the deep-seated concern of its managerial echelons that salary differentials be equitable, and needled by stockholders wanting assurance that the stewards of their dollars are being offered truly effective incentives, most businesses today feel the need to establish sound and acceptable policies in this area.

Their difficulties are compounded by several factors. In the first place, increases in top-management salaries have never caught up relatively with advances in the hourly rates paid to workers, or with the effects of the deflation of the dollar itself. Secondly, we are still heir to the lack of discrimina-

tion during the war period, when salaries were raised regardless of individual merit or the importance of the job to the company's profits. Furthermore, the growth of specialized services essentially of the staff variety and the high pay scales established for such positions make the monthly paychecks of operating, responsible line managers less attractive than they need to be in comparison. Finally, the rapid changes in society, in business generally, and in most specific companies have often not been built into current salary structures.

Externally, an organization that is not lined up with its competitors on compensation—at least roughly—is highly vulnerable. Internally, stresses and strains develop and persist over the relative size of paychecks. Underpaying and overpaying are twin hobgoblins: if a company is rewarding men beyond

their just desserts, their colleagues are inevitably going to know it and be resentful; if a large group of high-powered managers are not being recognized financially, they are almost certain to be irritated and restless.

The almighty dollar—plus

This is not to say that money is everything to today's manager. The same man who replied that he was making \$38,000, in response to the job offer of \$35,000, wrote another letter a few days later:

"I find myself in a most embarrassing position. When I told my

have imagined. Even where money is not the sole objective, the standard of living it purchases may be necessary to satisfy other, less tangible objectives. What the president thinks is moving his subordinates may not be supplying the real drive at all. We are coming to learn that there are no precisely labelled buttons which can be pushed when we want to galvanize a man into effective action.

But leaving aside the question of whether or not the added dollar always has a positive effect, one fact is surely irrefutable: a poorly conceived, poorly administered, poorly

taching actual price tags to people and jobs. Many companies have found that they can understand and solve their salary problems more effectively by deliberately taking such a three-step approach.

Base pay first

The first question that frequently comes up in connection with the pattern is that of base pay versus bonuses, deferred compensation, and fringe benefits. Generally speaking, if added income is to be considered a stimulus to step up productivity, it would seem wise to establish a solid base for the organization as a whole and *then* build the increased payments on top of this foundation to meet particular needs as they appear. Otherwise, merit pay of various kinds may become indistinguishable from the regular salary schedule and thus lose its effectiveness as an incentive for truly superior performance. This is especially likely to happen if the basic pay scale is too low; in such a case bonuses become a device to compensate for the injustices in the regular pattern.

The issue of incentive pay, then, can be taken out of the over-all picture and dealt with separately, after the base pay has been firmed up. So, once again, how can a company go about establishing a really workable basic pattern for executive compensation?

Mechanistic approaches. One device is simply to build on the wages of the lowest paid hourly employee. Taking his pay as x , the group leader then gets $1.2x$, the assistant foreman $1.3x$, the foreman $1.4x$, the superintendent $1.6x$, and so on. There are many weaknesses in this scheme, though it has comparative simplicity to recommend it. While it is related closely to titles as evidence of the significance of the job, every operating manager knows the sign on the office door is not necessarily a trustworthy clue to the importance of the work being done inside. Further, it ties executive compensation to the results of union negotiations. Finally, and most important, it fails to recognize that the man-

TEST YOUR EXECUTIVE PAY PLAN

Regardless of the specific system your company uses to establish a rational scheme for setting its managers' remuneration, the end result should meet several tests. It should:

- ▶ *Be understood and considered fundamentally fair by those who are subject to it.*
- ▶ *Be based on explainable and sensible comparisons between different functions (not titles).*
- ▶ *Be constantly tailored to your particular company.*
- ▶ *Set pay scales competitive with other firms in the field.*

wife of my recent statement to you about my salary, she looked at me in astonishment and said: "But George, that's wrong. You're making \$40,000. So I looked it up, and, by golly, she was right!"

George wasn't being casual. He demanded that he be paid at a competitive level. But, so long as this was taken care of, he felt as more and more businessmen indicate they feel: the challenges and satisfactions of the job spring from many sources—opportunity for advancement, the chance to be creative, the possibilities for personal growth and development, the spice of responsibility and authority, the avenue for a constructive contribution.

It should also be said, in view of this list of non-monetary satisfactions and other recent research findings, that motivation is a far more complex business than many

evaluated executive salary program cannot fail to be a dragging anchor for a company that wants to sail ahead.

The task is not simply to put together a plan—the moment anyone sets compensation for a subordinate, some kind of a system is operating within the firm, even though it may be one based on hunch and hope. The real goal is to create a fair and workable framework within which the specific decisions about individual salaries can be made.

Three-step program. There is need for a basic philosophy to aid in developing consistent decisions. Actually, the process of policy-making in executive compensation can be divided into three segments: setting the pattern, establishing the salary structure (determining the differentiation between grades, and progression within grades), and at-

ager's job is not just a "higher" one than the machinist's or the typist's; it is actually a *different* one. Thus, the further up the ladder you carry the multiplier, the less accurate it is likely to be.

Another mechanistic approach is to check the statistics and see what "everyone else" is doing. If old Joe is paying himself \$40,000 and his executive vice president \$20,000, then why not do the same? Here again we run into the snare of titles: just what does old Joe's executive vice president do, and how important is he to the profits of the company? In a recent survey of personnel managers conducted in various kinds of firms, the differences in duties, responsibilities, authority, and status proved to be so pronounced that giving them all a common title constituted a notorious case of false advertising.

But there are other booby traps in following the paths of other firms as disclosed either through personal knowledge or published surveys:

1. The systems reported may not be working properly. Just because they are being used does not mean they are the best, especially in this field which is generally so undeveloped in American business.

2. A plan that succeeds somewhere else may not be applicable to a totally different company with problems, personnel, traditions, and organizational structures which have developed out of its particular circumstances.

3. Surveys may only show where others are now or have been; they do not necessarily make provision for or point the way to changes that are coming in the near future.

4. Surveys based on industry averages may mask important differences between companies, cover up the fact that some are doing well and others are not, distort the figures by the inclusion of a handful of extremely highly—or poorly—paid managers.

5. Often surveys are built on the basis of a few top jobs. They therefore do not show the all-important internal relationships between the posts within the organization.

"One fact is irrefutable: a poorly conceived executive

salary program cannot fail to be a dragging anchor for

a company that wants to sail ahead."

Unfortunately, despite these and other characteristics of surveys, some companies continue to accept them as *the answer to their particular situation*. Here is what can happen:

One company president, having examined an executive compensation study, decided to adjust his key men all to the figures shown in the report. But the salary scale he thus arrived at was a less accurate reflection of the relationships and relative contributions of his top people than his old arrangement had been. The controller, for example, ended up being paid more than the treasurer, although in fact this treasurer was responsible for budgeting, a central function of controllers in most firms.

Who does what?

The most complex approach, but the most realistic, is the evaluation and rating of management jobs in terms of their contribution to the success of the company, and it cannot be bypassed by the use of a survey or other automatic device. Somebody has to go through the process of making distinctions between the management people in this respect, so judgment had better be aided by some kind of explicit, systematic approach.

Many techniques are used to make this evaluation; generally speaking, companies seem to turn to a point system, a factor system, or a combination or modification of the two. In analyzing management jobs they look at such elements as creativity required, initiative demanded, degree of responsibility for policy making, accountability, amount of planning involved, and so on. They then assign an established number of points for each of the job characteristics in order of their importance, and thus rate the offices in relation to each other. Alternately, they may measure one

job against another within a few (three to five) broad categories of factors (like "know-how," "responsibilities," and "relationships").

As a firm works itself into the complex task of job description and evaluation for salary purposes within its own organization, the thicket is likely to become increasingly tangled and the details may blot out the basic direction in which it seeks to move. Some general guiding principles may, therefore, be helpful.

1. There is no perfect, flawless rating. All anyone can hope to do is move toward increasing consistency in evaluation.

2. Factors considered should be as sharply defined as possible, and distinguishable from one another.

3. The factors used should be present in all management jobs.

4. Management personnel may profitably be brought into the evaluation process of their own jobs to increase the fairness with which this difficult operation is conducted.

5. The factors should be measurable and generally understood.

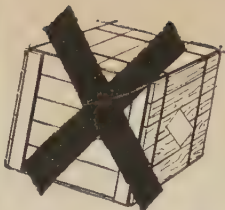
6. They ought to be drawn up in such a way as to be usable as tools for differentiating one job from another.

Sorting out the grades

Having established the hierarchy of management posts, or set the pattern, it is possible to move on to a consideration of the salary structure itself. Most salary plans are constructed with two building blocks—grades and steps within grades. Grades represent clusters of jobs that stand on the same rung of the management ladder. Steps represent degrees of proficiency in performing those jobs. Plotted on a chart, salary structure approximates the appearance of organ pipes, each pipe being a grade.

(Turn page)

NO CARTONS IN MOST CASES ON



in most cases on

Delta Air Freight

A simple carton is all the packaging most any product needs. Simple wrap-arounds for some... and heavy machinery can even be shipped uncrated. Next day delivery on Delta Air Freight, the service that gives you

the **big plus**

Delta operates all-cargo flights and in addition carries freight on every passenger flight including Jets, throughout the richest half of the U. S. A. All-cargo flights serve Atlanta • Chicago • Cincinnati • Charlotte • Dallas • Houston • Miami • New York • New Orleans • Orlando • Philadelphia • Tampa



GENERAL OFFICES: ATLANTA AIRPORT, ATLANTA, GA.
(Circle number 175 for more information)

"Policy making in executive compensation

divides into three parts: setting a pattern,

establishing salary structure, and attaching actual

price tags to people and jobs."

While the jump from grade to grade may be only 8% to 12%, the spread between the lowest and highest steps of proficiency within grades (the length of the organ pipe, in other words) may be run as high as 70%, though 35% to 50% is more typical. As a general rule, the fewer the grades, the easier the salary structure is to administer; also, the more the capacity of the man determines the significance of the job, the broader the spread of steps within grades ought to be.

Marking the price tags

The third step in the process is pinning on the dollar sign. Survey data—dangerous though it be as the *only* yardstick—can be very helpful at this stage of the program by guiding a company in determining the salary of the top executive himself as a peg on which compensation of other managers can be hung. Of course, title has to be distinguished from function here as well, but any company can determine who the top man, in actual fact, is.

Further, it is often possible to chart the *ratio* between the chief executive's salary and those of his second, third, and even fourth man according to the same industry figures used to set the range for the top manager himself. Once more the warning applies; it is risky to go by titles in determining who is second, third, or fourth in importance; the place to look for this kind of rating is in the job evaluations. But, just as there is always one chief executive, whatever his title, so there is a next-to-the-top man, and so on.

Thus, the salaries of the chief executive and his key associates serve as the jumping-off place for

the determination of salary scales down through the various levels of the management group.

Choosing the carrot

Once the basic salary policy and guide is set, the issue of incentive pay demands consideration.

Incentive bonuses are not a necessity. They are widely used in some industries, but not in others. Sometimes the organization is simple enough so that annual salary reviews can be used as motivation—as reward or penalty for good or poor performance; sometimes the characteristics of the management or the nature of the firm's operations makes bonuses either inappropriate or impracticable. But more and more companies are using incentives for management, notably the more profitable ones.

Here the question of taxes comes in, because for a high salary man it takes a large bonus before he can feel the incentive effect of the little that remains after taxes. If 20% to 30% of salary is a big enough bonus to galvanize middle management people, top management people should have the chance to get 40% to 60% of salary for outstanding performance in a year when the company makes a good profit.

Stock option plans, deferred compensation, and a host of other devices have been developed over recent years to serve as means for whetting the appetite of top managers and replacing the unlimited ceilings open to businessmen before the graduated income tax. Some of these are subject to vigorous debate between experienced executives, especially in terms of their usefulness. But here again some principles are worth noting:

1. A plan—like pension programs

The simple truth about Data Processing

*To get the on-time information they require,
many executives visualize the need for a battery
of expensive equipment. Yet there is a low-cost system
that fits your company as it stands and as it grows.*

To a great many businessmen today, data processing is somewhat suspect. On the one hand, there's general agreement on the *need* for office automation—but, on the other, there's the fear that the data processing equipment required to bring it about will alter their procedures, their people, their profits.

Then, too, there's the *expense* of that equipment. And the often considerable gamble that the large investment called for won't ultimately pay off in results.

Much of this feeling about data processing, of course, is justified. Most available systems *are* large and unwieldy. More than that, they're complicated. Special personnel must be found to run them. Your own people must be thoroughly trained. And, as for your methods of doing business—even *they* must often be altered to the machines.

Among all of today's data processing systems, there is only one which does not impose these burdens.

That system is Automatic Keysort. Easy to use, remarkably low in cost, Automatic Keysort is the *servant* of your business and your people—never their master.

Reason? Only Automatic Keysort utilizes marginally-notched *original records* for quick, easy sorting and classification. Only Automatic Keysort gives you automatic coding and tabulation with *one* low-cost machine! Only Automatic Keysort is designed to adapt to *your* way of doing business.

Result: with Automatic Keysort you get the management reports you want *when you want them*. Without specialized personnel. Without disrupting your procedures. And at a cost that will truly surprise you.

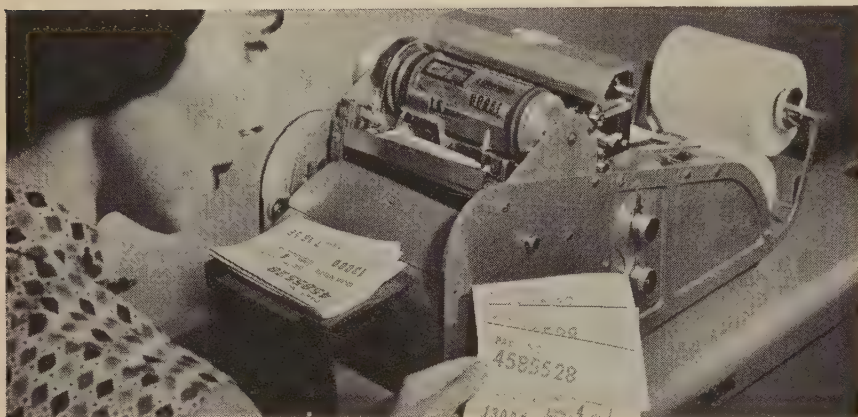
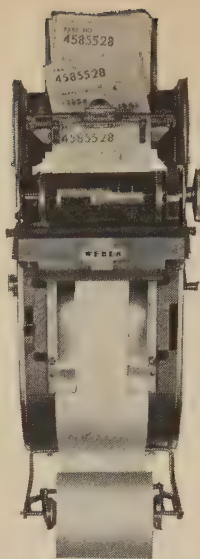
Your nearby Royal McBee Data Processing Representative will be happy to tell you more about Automatic Keysort as it relates to *your* business—whatever it may be. Call him, or write Royal McBee Corporation, Data Processing Division, Port Chester, New York for brochure S-500.

ROYAL M^CBEE · *data processing division*
NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle number 154 for more information)

STOP BUYING LABELS Print your own—as you need them!

PART NO. **4657598**
QUANTITY **0**
DATE **1-10-59**

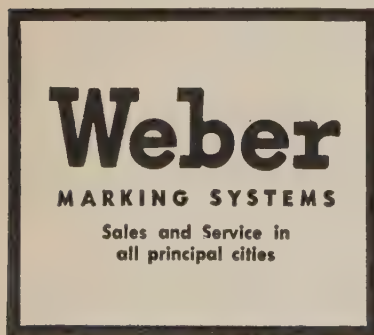


Weber Label Printing Machine produces product identification or content labels when, where and as they are required. Cuts costs, eliminates label inventory problems!

No matter what volume or assortment of labels you use—shipping, product identification, carton content, box end, etc. — a portable Weber Label Printing Machine in your office or plant saves money, time and effort. Compact, typewriter size—this fully automatic machine prints, counts, cuts to the size desired, and stacks labels at the rate of 105 per minute.

With a Weber Label Printer you no longer need to buy, store and inventory large quantities of labels. It enables you to print your own as you need them. You get control and

complete flexibility—print shipping labels one minute, product identification or packing slips the next. The Weber Label Printer can be adjusted in seconds to satisfy all your requirements for different sizes and varieties of labels for use in shipping, production, packing, inspection or for other departments. Prints from either a stencil or rubber mat on practically any roll stock—gummed, ungummed, linen or pressure sensitive. For more detailed information on the various Weber Label Printers, mail the coupon below.



WEBER MARKING SYSTEMS, INC.
Dept. 19-K
Weber Industrial Park
Mount Prospect, Illinois

Please send me complete data on Weber Label Printing Machines.

Company _____
Individual _____
Position _____
Address _____
City _____ Zone _____ State _____



or deferred compensation — that serves as an incentive to the man on the edge of retirement may not be as much of a driving force for his junior associate, who may appreciate a large bonus check more. Added payment plans can be most effective if tailored to the interests of particular management groups.

2. Some schemes that look fine on paper—like stock option programs—may not work out satisfactorily because they have not been thought through properly. It's nice to be told you have a right to buy stock, but if you haven't the cash resources and no alternative methods are established, it is not a very tangible benefit.

3. Added payments may lose their effectiveness if they are excuses for keeping base salaries low.

4. Blanket payments to groups may be the easiest way administratively to handle incentive remuneration, but it may not mean much in stimulating added productivity.

5. At any level in the company, money should not be counted on as the only or the best way of establishing a climate within which people will strive toward excellence of performance.

Summing up

No executive compensation pattern, however carefully worked out, can be tied up and sealed like a Christmas package. It must be tinkered with, adjusted, and corrected constantly to clean up the initial errors and injustices which are inevitable, and to keep it up to date with the changes of personnel and company mission which are bound to take place.

Nor can any plan ever provide some mechanical, automatic substitute for judgment. The most it can do is clarify, organize, make explicit, and above all, make consistent the implementation of that judgment. Further, there are always exceptional people, and there are always unusual situations. If they are exceptional or unusual enough, the plan ought to be flexible enough to accommodate them—and indeed take advantage of them. ■

(Circle number 165 for more information)



**Add enjoyment to mealtime with dining areas
furnished and decorated by GF**

Dr. Bertrand Klass, Vice President and Senior Psychologist of Forbes Marketing Research Inc., says: "The physical environment of an eating place is far more significant than many people realize; it creates very strong feelings in guests and employees—on both conscious and subconscious levels. Often the physical atmosphere is as important as the food in determining where people prefer to eat."

To create a pleasant dining atmosphere, call on GF. They offer you everything you need; a complete

design and decorator service and a full line of tables and chairs in smart contemporary stylings. Attractively designed in eye-pleasing colors, fabrics and finishes—cushioned with deep-comfort foam rubber—Goodform aluminum chairs add to the pleasure of mealtime, year after year.

It's easy to learn more about GF dining furniture and services—just call your local branch or dealer, or write The General Fireproofing Co., Dept. D-18, Youngstown 1, Ohio.

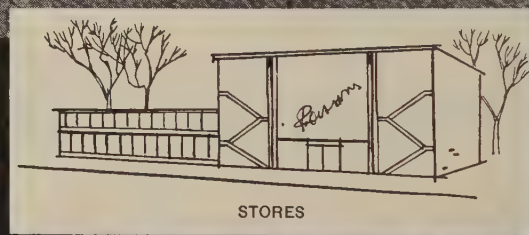
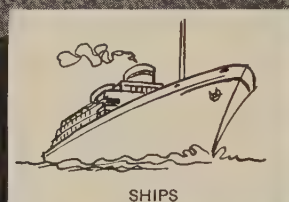
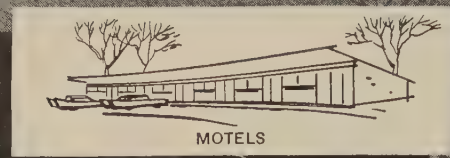
GF

GENERAL FIREPROOFING

METAL BUSINESS FURNITURE

(Circle number 129 for more information)

IF YOU'RE RESPONSIBLE for a lot of carpet or just a little, you'll be on much safer ground if you consult any qualified LEES dealer. Every one is Lees-trained to help you choose the perfect carpet for your kind of building, your traffic, your decorative scheme and your price.



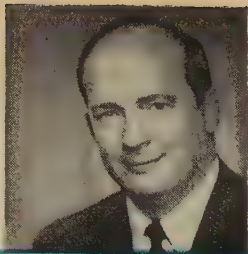
**You can feel SURE with
those heavenly carpets by Lees**

(and sure with Lees dealers, too)

Immediate delivery on any one of thousands of carpet styles from our strategically located warehouses. Custom designs to your specifications take just a bit longer. Every Lees carpet is mothproof for its life.



James Lees and Sons Company, Bridgeport, Pa. *Commercial Carpet Division*
(Circle number 139 for more information)



WHERE HE WORKS

Relaxed mood in the president's office



Large executive conference desk and pull-up chairs provide for small conferences. Casual seating on sofa and lounge chairs offers a relaxed, homelike atmosphere for informal meetings and discussions.

THE MAN

Joseph Griesedieck
President

THE COMPANY

Falstaff Brewing Corp.
St. Louis

THE DESIGNER

K. James Ferguson,
Chief Interior Decorator
Bank Building & Equipment Corp.

A relaxed, homelike atmosphere providing warmth and informality is expressed in the executive office of Joseph Griesedieck, president of Falstaff Brewing Corp., St. Louis.

Situated on the fourth and top floor of the brewing firm's two-year-old executive and general offices in St. Louis, Mr. Griesedieck's fur-

nishings reflect both his personal taste and position as chief executive.

His contemporary desk and swivel chair are complemented by white leather pull-up chairs of similar design. A casual sofa seating and lounge chairs provide an ideal setting for informal meetings and discussions.

A color scheme of warm gold car-



An entire wall of glass plus an illuminated ceiling give the office the required level of light and enhance the openness of design. An excellent view of Forest Park and the St. Louis skyline is visible through the window wall, which is equipped with a double traverse of draperies.



Specially designed, permanently installed brass framing set out from wall provides an interesting display of family photographs. The portraits become a major decorative feature of the office.

peting, cherry paneling and natural Japanese grasscloth wall covering provide a pleasing background which serves to unify existing and new items of furniture.

A wall of windows behind Mr. Griesedieck's desk adds to the feeling of spaciousness in the office. Even with the double traverse of draperies closed, enough soft light filters through to enhance the relaxed air.

The president's secretary sits just outside his office in an area that doubles as a reception room and storage space for his personal files.

A secretarial office housing personal files is situated outside the president's door. Complete control of his executive office is maintained at all times from this area.





Cafeteria at Deering Milliken. Furniture and Interior Design by Knoll Associates.



Your employees dine in style and comfort with **U.S. NAUGAHYDE® and U.S. KOYLON® FOAM**

FINEST IN VINYL UPHOLSTERY

FINEST IN CUSHIONING

Keeping employee morale high is good business. It's easy, practical and profitable in the long run for you, too, when you choose Naugahyde upholstery for furniture that gets lots of day-to-day use. Naugahyde is not only colorful and beautiful, but it's amazingly durable. Upkeep is minimal. The whisk of a damp cloth keeps it fresh and clean. It's soil and food-stain resistant. And when luxurious Naugahyde or the new self-ventilating Naugaweave is tailored over U.S. Koylon Foam cushioning, you are assured of the ultimate in long-lasting comfort. Naugahyde is available in an almost endless variety of colors, patterns and textures; so there's no limit to decorating schemes.



United States Rubber

COATED FABRICS AND KOYLON SEATING DEPT., MISHAWAKA, INDIANA

IN CANADA: DOMINION RUBBER COMPANY, LTD.

(Circle number 163 for more information)



try a private telephone system at NO expense

Write or call for revealing demonstration of how the DuKane 10/1 telephone system can give you faster information flow, better supervision, improved customer service, without adding to the load on your switchboard or tying up vital outside lines. Two to 10 locations can call each other by simple dial operation, and hold *private* conversations. The rugged, professional-type automatic switchboard weighs only 11 lbs., can be mounted anywhere. Handsome desk or wall phones in black or your choice of attractive colors. Instant voice paging for special areas.

All these features—you own an automatic dial telephone system for your business—for as little as \$304.50!

Your DuKane distributor will arrange your personal 15-minute demonstration. See, hear, and operate the new DuKane telephone system in your own office!

DUKANE
CORPORATION
St. Charles, Illinois

DuKane Corporation, Dept. MM119
St. Charles, Illinois

Tell me more about the DuKane 10/1 telephone system.

Name _____

Company _____

Address _____

City & State _____

DuKane products are sold and serviced by a nationwide network of engineering distributors.

(Circle number 169 for more information)

Delegation: Help or hindrance?

As a method of management, delegation can free you of the burden of trivial detail—but it may create even worse snarls than those it was meant to untangle. Here are some points to bear in mind.

One critical executive skill marks the time master from the time slave—the ability to delegate.

Management consultants — attuned to top level thinking—agree on this point: proper deployment of subordinates plays a dominant role in mastering time.

Like it or not, the busy executive is in the thick of a never-ending battle to protect his precious allotment of working hours. By developing a knack for sizing up subordinates and delegating accordingly, he creates a free time reserve for important decision making functions.

Strangled by detail

The time slave gets caught up daily in a welter of routine activities. Often he cannot fight clear of them long enough to give himself the breathing space he craves. He is plagued by overlapping appointments, jangling telephones, critical "rush" reports, top priority requests for information and opinion. Each day he fights the clock. Each day he is defeated by it, trudging wearily home after hours with a mass of incompleting work under his arm.

Reasons why

If delegation points the way out of his maze, why can't the time slave take advantage of it? Here are some of the reasons:

1. He may have tried delegation in the past and found that it only added to his disorganization.

Much depends upon the executive's ability to correctly gauge the skills and aptitudes of his subordi-

nates. If he chooses the wrong man for a particular job—a man incapable of making decisions without help—he has merely added to his normal burden of grinding detail and pleas for guidance.

2. He may avoid delegating certain pet problems he enjoys solving himself.

He prides himself on his skill with his old specialty and likes to give his ego a boost by keeping his hand in. This may be fine for his ego but it is of questionable value to his efficiency since it diverts his attention from other more important matters.

3. He may be prey to the mistaken fear that the credit for accomplishment will be given to his subordinate.

His apprehension is groundless since the executive head of a project is usually credited with its success even if it was handled largely through delegation. In fact, he will garner praise as a man who can select subordinates wisely, eliminate conflicts, and give able, precise directions to the people in his charge.

4. He may be incapable of making decisions himself or, once made, of assuming responsibility for them.

To cover his inadequacy, he submerges himself in a sea of detail and thus evades the larger issues and ultimate decisions. But he is heading for trouble because his fear of failure has immobilized him. In this instance even a poor decision would be better than no decision at all. Unless he can learn to bring his subordinates into the act, he will never get out from under.

**A SPECIAL OFFER TO ENJOY . . .
THE TRULY DIFFERENT NEWSWEEKLY!**

by Robert A. Heintze

He will become so enmeshed in the constricting coils of trivia that his effectiveness will be impaired.

The way out

Delegation, unlike this last situation, is not evasion. It is the sound, intelligent utilization of existing human assets. Moreover, it's benefits are twofold: it frees you, the encumbered executive, for more effective action on the management level; and it helps develop the potential abilities of your subordinates. Psychologically it has an invaluable side effect, too. It raises the morale of those you entrust with important, new responsibilities.

Skill and judgment

But effective delegation demands particular skills. To match the man to the job, the executive sharpens his ability to shrewdly judge a subordinate's strong and weak points. He functions as a skillful guide and mentor as he brings people along to the point where they can lift more and more of the burden from his shoulders. He has learned to be explicit, informing his chosen man of the purpose of the job on hand, its objectives and the limitations under which he is to operate. Above all, he encourages his subordinate to use his own judgment wherever feasible.

This is the only way you can keep pace with the clock. Through the shrewd, effective and *continued* delegation of authority and responsibility (final responsibility, of course, can never be delegated) you can be the master of time rather than its slave. ■

DISCOVER a *different* newsweekly designed expressly for you! For only Newsweek concentrates on the news of direct personal significance to you, your family, your career or business! Yes, for the next 40 weeks — for about 7¢ a week — Newsweek guarantees to bring the news *most meaningful* to you!

Fast-paced, far-reaching, fair and unbiased — 28 great news departments, 50 top editors, 200 leading correspondents around the world take you behind-the-scenes, on-the-scene — *into the future* — for “inside” views, interviews and first-hand reports of the people, places and events that make the news and *change* your life!

Only Newsweek covers *all* your personal interests in the world of politics, national and international affairs, business, finance, industry, science, sports, education, TV, radio, movies, theatre, books, travel, religion — and many other fields important to you!

What's more — Newsweek provides you with many exclusive “extra” features! Special reports, articles, surveys and forecasts — all designed to anticipate the news—keep you ahead of the headlines!

Try Newsweek on this special introductory offer — 40 weeks for only \$2.87 — at about 7¢ per week! These same issues would cost 11¢ per copy on our regular subscription — 25¢ per copy at your newsstand! Read just three issues—You *must* be satisfied, or receive a refund on the unfulfilled portion of your subscription! Send no money now, unless you wish. Mail the coupon below today!

NEWSWEEK, Dept. MA-11 444 Madison Ave., New York 22, N. Y.	
Send me 40 weeks of NEWSWEEK for only \$2.87 — with a guarantee of full satisfaction or a prompt refund on any unfulfilled part of my subscription after three issues.	40 WEEKS OF NEWSWEEK Newsstand Cost — \$10.00 — 25c a Copy Regular Subscription — \$4.62 — 11c a Copy Cost To You — \$2.87 — 7c a Copy
☐ Bill me later	☐ Payment enclosed
Name.....	
Address.....	
City..... Zone..... State.....	
Check Here If You Prefer: ☐ 78 weeks for \$5.87 ☐ 3 years for \$12.00	

(Circle number 174 for more information)

NEW SIMPLIFIED FILING EFFICIENCY



At a glance, the photographs shown may look the same — but look again. The camera speed has captured the very few motions and speed of this reference filing operation.

This is motorized filing at its best in the Wright Rotary Model 40. All controls are close to operator. It's a complete work station, space saving unit. Engineered with low silhouette appearance and the most advanced vinyl coated steel covers all outside panel. Paint maintenance has been eliminated — appearance lasts for machine life. Operation is fast and quiet too.

No need to change record size — Wright Rotary Files will handle any and all sizes in individual trays with large front labeling to speed identification when rotating. Speed is built right in to give immediate action on impulse — no record is more than three seconds away.

The file and the operator are fully protected with an exclusive Safety Beam which when broken by loose objects stops the rotation until object is removed. Resetting is no longer necessary — minutes are saved.

Learn more about this latest advancement in the motorized filing field. See why files have finally been built and priced for the every day operations.

Send for full details of the over 30 different file models available to handle your every job.



THE
Wright
LINE

**DATA PROCESSING
ACCESSORY
EQUIPMENT**

AND ROTARY FILES

160 GOLD STAR BLVD., WORCESTER 6, MASS.

THE WRIGHT LINE, INC., DEPT. J-16, 160 Gold Star Blvd., Worcester 6, Mass.

**BRANCH
OFFICES:**

Albany
Atlanta
Boston
Buffalo
Charlotte
Chicago

Cincinnati
Cleveland
Dallas
Denver
Des Moines
Detroit
Elizabeth, N. J.
Hartford

Houston
Indianapolis
Jacksonville
Kansas City, Mo.
Los Angeles
Milwaukee
Minneapolis
New Orleans

New York City
Philadelphia
Pittsburgh
St. Louis
San Francisco
Seattle
Tulsa
Washington, D. C.

THE WRIGHT LINE OF CANADA LTD.

Main Office and Warehouse Scarsdale Road, Don Mills, Toronto

BRANCH OFFICES:

Montreal, Vancouver, Calgary, Edmonton, Winnipeg and Ottawa

☐ Please send WRIGHT ROTARY FILE CATALOG.

☐ Please have Salesman call.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

(Circle number 173 for more information)



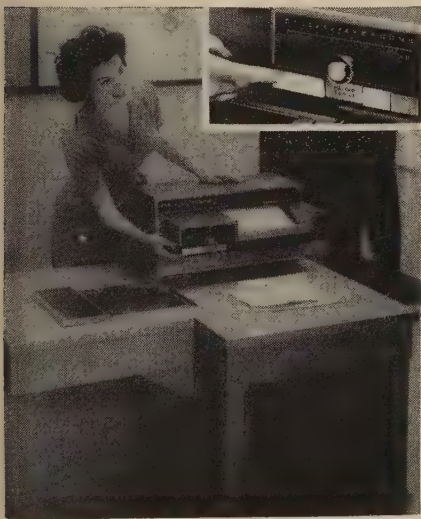
Thought starters

PAPERWORK

High quality duplicates produced by new copier

Latest entry in the copying field is the fully automatic Haloid Xerox 914 unit.

The new machine copies any color, even light yellow. Extremely high quality copies can be made of letters, drawings, line work of any type, newspapers—even carbon copies of translucencies. Virtually the only items it will not reproduce



Copies with printed look are produced by XeroX 914 unit on ordinary untreated paper.

are continuous tones of photographs and halftones.

The unit will accept originals of any size from a small calling card up to any legal sized document. It also reproduces pages in bound volumes of any thickness.

Because it transfers images by



FINGERTIP FILING with Wassell Rotor-Files

Wassell Rotor-Files swing at a finger touch—no stretching or bending, no pushing or hauling. One girl, from a comfortably seated position, can reach the equivalent of 32 drawers of file folders at the flick of a finger.

- ★ 50% saving in filing time
- ★ Up to 40% saving in floor space
- ★ Over 100% improvement in file clerk morale
- ★ 75% saving in physical effort
- ★ At least 50% saving in executive waiting time

Write now for full information on Wassell rotary filing systems—for orders, correspondence, cards, tab filing, and/or books.

WASSELL ORGANIZATION, INC.
Dept. M-11 • Westport, Conn. • Est. in 1935
(Circle number 171 for more information)

SPACE ENGINEERED CALENDARS

for 1960 and Every Year

KEITH CLARK

DEFIANCE

Complete Line of Desk Calendars — models for every business office need. Order from your Stationery Supplier or direct. Write for catalogs.

The Calendars That Work For You Keith Clark, Inc. 1451 Broadway New York 36, N. Y. Phone: LA 4-4895	The Standard of the Stationery World Defiance Calendar Co., Inc. 1451 Broadway New York 36, N. Y. Phone: LO 3-2336
--	---

(Circle number 170 for more information)

"WHO'S GOT THE KEY?"

READ HOW TELKEE ANSWERS THAT QUESTION FOR YOU

Free illustrated booklet shows you how **TELKEE** saves you time and money, gives you new convenience.

- Stops** time wasted locating lost or borrowed keys
- Eliminates** expensive lock replacement and repairs
- Organizes** all your keys in one convenient system

What's more, **TELKEE** guarantees maximum security and privacy —keeps keys in authorized hands, always.

TELKEE's in control, wherever keys are used—in offices, factories, stores; in schools, hospitals, housing; in industry, institutions, transportation, and government.

FREE: send today

The MOORE KEY CONTROL® System

P. O. MOORE, INC., Glen Riddle 52, Pa.
Please send free TELKEE Booklet

Name _____

Company _____

Address _____

City _____ State _____

(Circle number 142 for more information)

the electrostatic principle, no chemicals are involved and curl-free copies emerge completely dry. Copies can be run on any color and almost any type of paper.

To operate, the original is simply placed on a stationary glass panel. No exposure or developing adjustments are needed. Dial the number of copies desired and press a button. The rest is completely automatic.

The first copy is finished in 30 seconds. Succeeding copies are

stacked at the rate of six a minute.

A minimum monthly rental charge of \$95 covers installation, training and service. Copies exceeding a specified minimum will cost a few cents each.

The XeroX 914 is recommended for any office requiring at least 70 copies a day. Since the machine will produce any number of copies of any original, it can be used as a short run duplicator—without the time consuming step of preparing masters.

For more details on this versatile XeroX copier, circle number 240 on the Reader Service Card.

NEW PRODUCTS

New Olivetti manual 45-key typewriter is announced

Sleek styling is featured in the new Diaspron standard typewriter just introduced by Olivetti Corp.

Multi-function controls allow convenient, speedy operation. For instance, the margin release also provides automatic paragraph indentation and release of key pile-up. A line gauge signals number of lines left on a page.

A four-position ribbon control adds about 30% to ribbon life. Other features include a card holder, horizontal and vertical half-spacing



New standard typewriter has glare-free, light touch, finger-form keys.

and variable line spacer.

For further data on this new manual typewriter circle number, 239 on the Reader Service Card.

Post card invoices boon to volume billers

Greater speed and economy in invoicing is now possible with a new machine developed by Moore Business Forms, Inc.

Called the Speedisealer, the unit produces post card bills, completely filled out on both sides, from forms printed on one side only.

A single pass through a high speed printer enters customer's name, address, identification and all billing data on one side of the form.

The form is then fed into the Speedisealer. Here it is folded and bonded by heat to make a continuous post card. By looping the continuous sealed card form into a de-

"NO SIR! you'll never find a chair value to match

Cramer V-LINE
1500 SERIES

"Relax, boss! I'm not going to suggest you spend a fortune . . . because *this* chair is the biggest value of them all. But it will give you the *most* comfort . . . and it will help you get through these long busy days. And like *all* the Cramer V-line series, it has finger-tip adjustments . . . replaceable seat covers . . . and 3" foam seat cushions. With a Cramer, you are 'backed by the best'! (I'd like the matching secretary's chair, too)."



MODEL 1523

CALL YOUR
CRAMER DEALER



or write for complete details

Cramer POSTURE CHAIR CO., INC.

625 Adams, Dept. MM-11, Kansas City 5, Kansas

(Circle number 119 for more information)

tacher, individual post cards are produced.

The resulting post card, with cus-



New Moore billing unit produces low cost post card invoices.

tomer address on one side and billing data on the other, is the most economical billing medium possible, Moore states.

The unit accommodates forms up to a maximum width of 18 inches. Seal-coated paper is used so sheets can be heat bonded to form a single post card.

For more details, circle number 238 on the Reader Service Card.

More data processing per dollar invested

A comparatively low cost, solid state data processing system with many large computer capabilities has been introduced by International Business Machines Corp.

The new 1401 system can perform



Printing chain of engraved type faces moves across documents at constant rate of 90 inches a second.

the work of an accounting machine, summary punch and calculator at far greater speeds.

Firms previously limited to ordinary punched card equipment can now utilize the unit's magnetic core storage, magnetic tapes for input and output of data and higher speeds in card-reading, card-punching and printing output.

The IBM 1401 reads cards at the rate of 800 a minute. It prints 600 lines a minute. Spacing and skipping are accomplished at many times the

actual printing rate. Precise registration allows use of complex forms.

The unit accepts data and instructions of variable length. Automatic internal checking of input, output and data flow assures accuracy.

Completely transistorized, the purchase price of a basic card system starts at \$125,600. Minimum monthly rental is \$2,475.

Designed on the modular principle, configurations include a card system, a tape system and a combination of the two. The new system



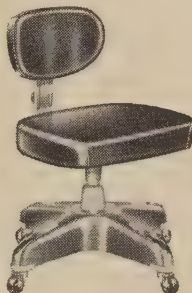
MODEL 1500



MODEL 1521



MODEL 1553



MODEL 15C-22

CALL YOUR
CRAMER DEALER

"YES SIR!

we all need new chairs...

Cramer V-LINE
1500 SERIES

"You'd be amazed how much more work I could turn out if I had a new Cramer chair. But *you* need one, too, boss, and so do your visitors—especially for those long conferences! Cramer chairs for *us* have finger-tip controls that adjust to fit anybody! And the side chairs have 'Wall Saver' rear legs. Cost? Lowest you'll find anywhere for comparable quality! And I'll make you a bet . . . they'll pay for themselves in better work."



or write for complete details
Cramer

POSTURE CHAIR CO., INC.

625 Adams, Dept. MM-11, Kansas City 5, Kansas

(Circle number 119 for more information)

You'll hold your most effective meetings with the NEW RCA 'LECTRONIC LECTERN

GET YOUR IDEAS ACROSS FORCEFULLY ... audience hears every word

Speak from an RCA 'Lectronic Lectern and you know you're getting across clearly to the farthest corner of the room. Go ahead and call a meeting on short notice in any space that's available. Your completely portable 'Lectronic Lectern can go right along with you. Its powerful all-transistor amplifier, built right into the system, operates from any 110-volt A.C. outlet, or batteries. Transistors mean instant operation and long life.



Tmk(s) ®

RADIO CORPORATION of AMERICA

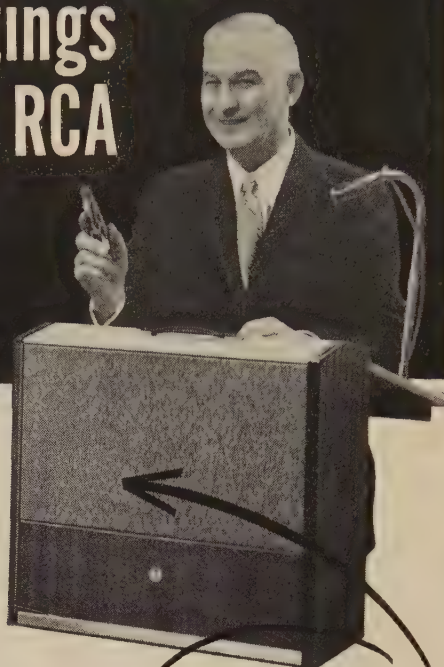
LECTERN SALES
CAMDEN 2, NEW JERSEY

MAIL COUPON TODAY!

Radio Corporation of America
Dept. A-282
Camden 2, N. J.

Please send details on the 'Lectronic Lectern

NAME _____
COMPANY _____
STREET _____
CITY _____ ZONE _____ STATE _____



Built-in High Fidelity Sound System

Transistorized!

Operates from any 110-volt A.C. outlet, or from batteries.

Complete with miniature broadcast quality TV Microphone

Mounts on lectern or suspends around neck.

Serves audiences up to 600

Projects your voice to the last row.



Portable! Sets up in 30 Seconds

Just open it up, plug it in, and start talking.

may be operated independently, in conjunction with IBM punched card equipment, or as an auxiliary to IBM 700 or 7000 series systems.

For more details, circle number 237 on the Reader Service Card.

Small portable viewer provides a look at product in motion

A portable pocket viewer that holds up to 4½ minutes of 8mm film is a handy selling aid made by Hudson Photographic Industries.

Called the Previewer-8, it can show a prospect how a product



Pocket-size plastic portable viewer frames, focuses films automatically

functions. It can also be used to deliver a sales message or make a presentation in an interesting way.

Because the viewer has a battery-operated internal light, motion pictures can be viewed in any light conditions. Anyone can insert the standard 50-foot film reels in just 15 seconds. Unit costs \$12.95.

For more information, circle number 236 on the Reader Service Card

TRAINING

Paperwork output upped by adding machine course

Intensive training in proper use of office machines can increase paperwork productivity.

This has been the experience of Nationwide Insurance Co., Columbus, bus, after instituting special training sessions for adding machine operators. In fact, the average operating speed of 163 clerks was increased over 87% after a series of nine one-hour training sessions.

Friden, Inc., San Leandro, Calif. designed the training program and furnished both instructor and machines at no cost to Nationwide. Three of the nine sessions were devoted to learning techniques of multiplication and division.

A fourth session concentrated on

(Circle number 152 for more information)

special adding machine applications. Because of good results obtained, the adding machine course will become a permanent part of Nationwide's training program.

DUPLICATING

New offset plate readied for printing in one minute

Of interest to companies that do their own printing is a new aluminum plate that can be prepared in less than 60 seconds for offset duplication. Original images can be reduced or enlarged.

Developed by the Gevaert Photo-Producten N. V., Antwerp, Belgium, the Gevacopy plate is being marketed here by the Gevaert Co.

Preparation of the plate involves three simple steps. First, a negative is made of the original with a copy camera or enlarger. Second, the negative and plate are passed through a developing machine and peeled apart after emerging. The plate is then fixed with a solution. Total elapsed time—40 seconds.

No special or expensive equipment is necessary for this new offset plate process. A darkroom equipped with copy camera or enlarger and an ordinary developing machine is all the equipment needed.



New Gevacopy rapid aluminum offset plate is peeled from negative.

This development permits economical, high quality reproduction of a wide variety of documents from typed or handwritten originals to microfilmed copies of engineering drawings in small or large quantities.

Gevacopy plates cost 59 cents each and are available in three lengths—10 by 16, 10 by 15½ and 10 by 15 inches.

For more details on these offset printing plates, circle number 235 on the Reader Service Card.

Situations Wanted—Female

Y to \$85
excl. Excellent
person want-
work and au-
lity. Gd skills.
n. mod offices.
Many employees
Call

ENOS

& full time.
WAGES
ALIKANTS
PERSONNEL
& Lex., 5 fir.

RY

or personable
work involves
is pleasant of-
Secretary P.O.
Airport, Flush

JUNIOR

ice, some steno-
skill diversified
enquate.

ENO \$80

mat'l health organ.
37th St area, 5
air conditioned.

ENO—\$75

erance, dictaphone
no, diversified
total concern.
Ext 391

TARY

looking for a sec-
man Good sten-
9-5. Salary \$75

KEY MAN

DIVISION
mal MFL
d Promotion
\$35 hrs
GR control appt

\$80-85

1 Job. Gd skills
& greet man-
age. All benefits
W 16 ST

\$70-\$85

few girls to
l-coming ex-
Rate. Moderate
Y 120 W 42 St

\$7-\$100

up exp. W 4
Advancement
56 W 45 ST

EXEC

ms, air cond
-1900, Mr. F

TARY

G and skills.
9-7-30, Ext 20

Y, \$75

a employee coun-
x Good skills
-6900 Ext 214

Final. Top ex-
steno both lang
c Ave. sal open

SIFIED DU

us relate
Y... 233

D, 9-14

benefit
... 233

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

Y, \$75

agency: good
1000, Mr. F

AVAILABLE THE WORLD'S FASTEST STENOGRAPHER

Seeks permanent position. Under-stands and speaks every language. Will work in large or small office. Perfect for details, guaranteed 100% accuracy.

WILL WORK 24 HOURS A DAY

Seven days a week

Never late

Never home ill

Needs no instructions

Never forgets anything

No personal telephone calls

Will travel anywhere
without notice

IDEAL BUSINESS PERSONALITY

Very attractive appearance, will never marry, lives only for work... days, nights, week-ends. Excellent references!

an electronic marvel
that dictates and transcribes

THE NEW HI-FIDELITY

COLE DICTATER



\$220⁰⁰ plus tax

Transcribing accessories at small add'l charge.

Won't you please give
me an "interview"?

— mail coupon today —

COLE STEEL OFFICE MACHINES, Inc.
Dept. 66, 415 Madison Ave., N.Y.C. 17

☐ Rush free brochure explaining how the Cole Dictator can make my office work easier and more efficient.

☐ I want a FREE demonstration.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

SECRETAR

\$4,200 to \$4,750
sten. supervisors
5 years with m-
project, based in
her, and Thursday
Tuesday and Fri

SECK

Must be experie
\$400
MANY COME
N.Y. CENT
Room 1169

SECY—E

To Div Chief—
and 1 job from
employee dist
vacation. So
Research Insti

SEC

Opnty for car
train for bond
as-1. Audity
ediphone mac-
Pena station

SECRETAR

Prof expert im-
able take respo-
good at figs.
ide. 5 d. star
300 Lexington A

SECY, TC

Duty responsi-
required. Inter
488 Madison A

—S

Good typ-
Diversified
position 1
563 wst

Secys, Mo

BEGINNERS
Moderate ster
opportunity

SECY "1-GA

Terrif oply for
fication, steno
deal of persal

SECRE

English-Span
Import recr-
Intelligent per

SECY

Steno
wants be
UNLI

SEC

Gracious ex-
A. M.
SECY

SECY "AD

Bit to beg. your
Free 1 wk PARE

SECY, EXE

well-o-
lice la-
SECY JP

SECY

all train
ign. L
Jr.,

SECY

action
head

SECY

Rec
Plus info. gen
PARKER A

SECY

Phonetic A-
1234 Franklin

SECY

Y. LEE I
GOOD GP

SECY

SECY "FF
Bulldog Co. d

SECY

TV producers.
QUICK SILVER

SECRE

SECRETARY G
1000 233 St
imble L. 325-8

SECRETARY

Exp office man-
SECY, F

SECY, F

To 3 me exp. Co
Secy, Legat

SECY, BUS

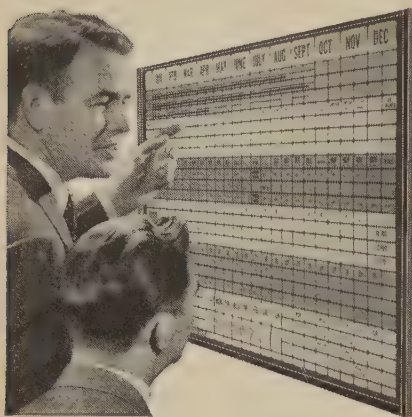
Free d. Comm
SECY: TARY

SECRETARY

1000 233 St
imble L. 325-8

(Circle number 114 for more information)

How To Get Things Done Better And Faster



BOARDMASTER VISUAL CONTROL

- ☆ Gives Graphic Picture — Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate — Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 400,000 in Use

Full price \$49⁵⁰ with cards

FREE

24-PAGE BOOKLET NO. M-500
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.

(Circle number 133 for more information)

DID YOU MISS IT?

The August issue of *MANAGEMENT METHODS* featured an article titled, "How to sell more to the business market." It reported on a multi-billion dollar segment of the business market termed, "The Market of Middle Billions."

"How to sell more to the business market" has received nationwide press coverage due to its impact on the entire marketing structure of firms selling to business.

Maybe you saw some of the news but missed the story. Send \$1 to *MANAGEMENT METHODS*, 22 West Putnam Ave., Greenwich, Conn., for a statistical report on this vital business market and a reprint of the article.

How to get more files into present filing space

Cluttered files in one company were eating up valuable space and seriously blocking filing efficiency.

Here are the facts on how a streamlined filing method cut filing space requirements by 40% and boosted clerical efficiency 50%.

Faced with mushrooming files and no place to house them, one company changed its filing method with dramatic results.

The method: a switch to shelf files.

What were the results?

First, the new system required 40% less space.

Second, clerical efficiency went up 50%.

Can other companies with similar problems get equal results? In many cases, yes.

Here are the facts on how Autonetics Division of North American Aviation, Inc., housed its expanding files in a minimum of space.

The problem

Autonetics Division, in Los Angeles, has been a pioneer in the development of inertial navigation and guidance systems for aircraft, missiles and ships. This means that the company has done—and is doing—extensive work in the development of radar and electronic computers.

Since much of the work is research and development, Autonetics needs volumes of blueprints and technical information within easy reach. Officials report that since Autonetics became a full division of North American Aviation in 1956, volume of blueprints, books and technical publications has tripled.

Also tripled is the amount of clerical work needed to handle the charge-out and service activities of the technical library.

As the volume of blueprints and documents began to mount, the librarians looked about for additional floor space. There was none to be had.

So more filing cabinets were brought in and crowded together or placed one on top of the other.

But between 20,000 and 25,000 active engineering drawings had to be filed. For each of these originals, a minimum of four prints was necessary. For some drawings, as many as 25 prints were needed.

Correspondingly, the library has grown to 10,000 books. Technical



Here's how the half-open door to a section of shelf files can be used as a work surface. The clerk can use the door as a writing surface, or she can use it as a surface on which she can stack and sort files.

reports, documents, and pamphlets totaled 45,000.

The circulation figures would make any librarian proud. Serving about 3,000 employees, the staff made some 25,000 charge-outs per month from the blueprints. It also checked out 5,000 and 6,000 books, pamphlets and documents monthly.

The combination of heavy volume and heavy activity created a situation where the conventional filing cabinets in which the technical library started its operations were no longer adequate for the job. Because of crowded conditions, file drawers could not be pulled all the way out. Only one clerk at a time could get into certain areas of the files. In fact, because of the jammed files, it often took a long time to find a particular drawing.

What the Autonet Division library needed was a filing system that would leave as much floor space as possible and would make location of specific information quick and easy. In addition, the system had to fit within the space already allotted to the library.

The solution

After examining several types of filing equipment, company officers decided shelf files would do the job.

Within a few weeks, all vital documents, blueprints and drawings had been transferred to Spacefinder shelf filing equipment, supplied by Tab Products Co.

One section of the shelf file held twice as much as one file drawer. Plus a space-saving advantage, this fact meant that by simply lifting a metal door, a clerk could see twice as much at a glance without having to pull out a heavy drawer.

The doors on the shelf files could also be adjusted to a half-open position for use as writing and working surfaces while clerks performed their filing duties. The shelf filing units make a complete storage program possible. When shut, the doors protect the records from dust and mishandling.

Because the shelves were considerably shallower than the long cabinets, they fitted closer to the walls. This left a good deal of aisle space for the filing clerks.

Should more expansion be necessary, additional shelves can be added on top of the present shelves at no loss of space or efficiency. ■

The SHARP, NO-STAIN
for SPIRIT CARBON

- TABULATORS
- HIGH SPEED PRINTERS
- TELETYPE

and many other
• AUTOMATED MACHINES

is definitely *cbp*

Just as CBP is best for straight duplicating!

CBP is the one duplicating master with all the features users want:

- CLEANLINESS • VERSATILITY
- GUARANTEED LONGER RUN
- UNEQUALLED SHELF LIFE

Provides 350 and more perfect copies!

Call your Old Town dealer now or write:

OLD TOWN CORPORATION
Established 1917
750 Pacific Street, Brooklyn 38, N. Y.

(Circle number 145 for more information)

**FAST
SIMPLE
ACCURATE
PRODUCTIVE**

IT'S THE *All New*
PLUS-O-MATIC
ADDING CALCULATOR WITH

Memory Register AND
Magic Multiplier

THE EXCLUSIVE

FASTER / because it eliminates thousands of tiresome key depressions.
SIMPLER / because its minimal controls make operation easy for everyone.
MORE ACCURATE / because multipliers are displayed in the MAGIC MULTIPLIER dial.
MORE PRODUCTIVE / because subtraction and accumulation are automatic. No machine adds faster.

Ask for a demonstration and you'll agree it's "The One Calculator for All Office Figure Work."

PLUS Computing Machines Division
CONTROL SYSTEMS, INC.
5 Beekman Street, New York 38, N. Y. • REctor 2-0045
Representatives in Principal Cities

The FIRST Major Development in Key-Drive Calculators in More Than a Generation!



(Circle number 117 for more information)

[illegible]

Price lists

[illegible]

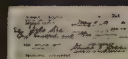
Copies of handwritten figures



Heavy cardstock

[illegible]

Invoices



Copies of checks

[illegible]

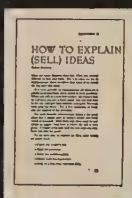
Reports

ONLY THE NEW A.B. DICK PHOTOCOPIER MODEL 110

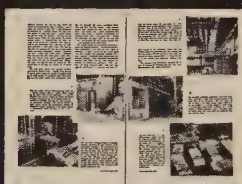
Copies anything...



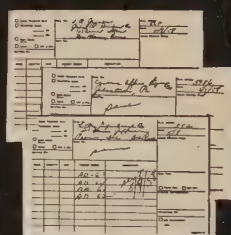
Memos



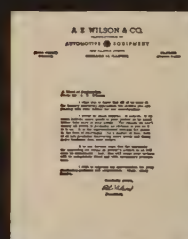
Pages in books



Pages in magazines



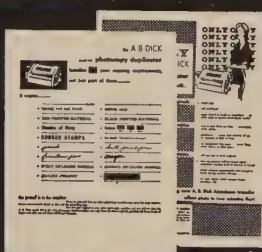
Copies of supplier's instructions



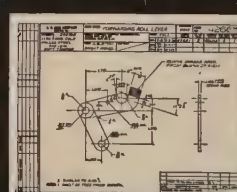
Letters

Date		Description		Amount		Balance	
Month	Day	Particulars	Debit	Credit	Debit	Credit	Balance
Jan	1	Balance forward					
Jan	2	Jan 1					
Jan	3	Jan 2					
Jan	4	Jan 3					
Jan	5	Jan 4					
Jan	6	Jan 5					
Jan	7	Jan 6					
Jan	8	Jan 7					
Jan	9	Jan 8					
Jan	10	Jan 9					
Jan	11	Jan 10					
Jan	12	Jan 11					
Jan	13	Jan 12					
Jan	14	Jan 13					
Jan	15	Jan 14					
Jan	16	Jan 15					
Jan	17	Jan 16					
Jan	18	Jan 17					
Jan	19	Jan 18					
Jan	20	Jan 19					
Jan	21	Jan 20					
Jan	22	Jan 21					
Jan	23	Jan 22					
Jan	24	Jan 23					
Jan	25	Jan 24					
Jan	26	Jan 25					
Jan	27	Jan 26					
Jan	28	Jan 27					
Jan	29	Jan 28					
Jan	30	Jan 29					
Jan	31	Jan 30					
Feb	1	Jan 31					
Feb	2	Feb 1					
Feb	3	Feb 2					
Feb	4	Feb 3					
Feb	5	Feb 4					
Feb	6	Feb 5					
Feb	7	Feb 6					
Feb	8	Feb 7					
Feb	9	Feb 8					
Feb	10	Feb 9					
Feb	11	Feb 10					
Feb	12	Feb 11					
Feb	13	Feb 12					
Feb	14	Feb 13					
Feb	15	Feb 14					
Feb	16	Feb 15					
Feb	17	Feb 16					
Feb	18	Feb 17					
Feb	19	Feb 18					
Feb	20	Feb 19					
Feb	21	Feb 20					
Feb	22	Feb 21					
Feb	23	Feb 22					
Feb	24	Feb 23					
Feb	25	Feb 24					
Feb	26	Feb 25					
Feb	27	Feb 26					
Feb	28	Feb 27					
Feb	29	Feb 28					
Feb	30	Feb 29					
Feb	31	Feb 30					
Mar	1	Feb 31					
Mar	2	Mar 1					
Mar	3	Mar 2					
Mar	4	Mar 3					
Mar	5	Mar 4					
Mar	6	Mar 5					
Mar	7	Mar 6					
Mar	8	Mar 7					
Mar	9	Mar 8					

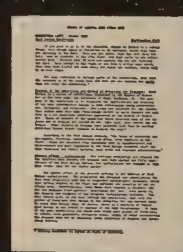
Accounting forms



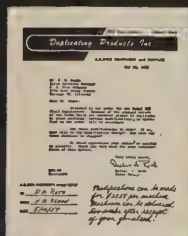
2-sided originals



Diazo prints



Copies of conference



Speed reply letters



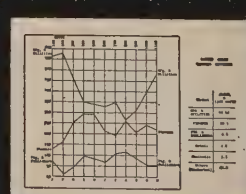
Copies of glossy photos

[illegible]

Stapled sheets

[illegible]

Copies of statistics



Sales reports



Copies everything

Here's the perfect solution to all your photocopying requirements . . . not just part of them!

No brown, muddy, flimsy copies here . . . copies are sharp jet-black on bone white or on any one of 5 eye-ease colors (ideally suited to color-keyed systems work). Makes copies of anything printed, typed, duplicated, written, drawn or photographed . . . from opaque, two-sided or transparent paper (white or colored), heavy cardboard or pages in books or magazines. And copies are permanent, not affected by heat, humidity and light . . . photo-exact, often better than the original.

And now with the new, exclusive A. B. Dick multi-copy process, you make several copies faster than ever before. This new process gives your photocopier greater versatility, flexibility and cuts copy time substantially on repetitive jobs.

Call your A. B. Dick Company distributor, listed in the yellow pages, for information or a free demonstration. Or mail coupon below.



A. B. DICK®

Achievement through Innovation

A. B. DICK COMPANY,
Dept. MM-119
5700 West Touhy Avenue,
Chicago 48, Illinois

Please send me information about the NEW A. B. Dick Photocopier, Model 110 and NEW multi-copy process.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

(Circle number 123 for more information)



No More Costly Waiting like this for Engineering Prints ...install automatic XEROGRAPHY!

Until recently, one of the most exasperating bottlenecks in industry was the time it took to get engineering drawings copied.

Lineups before reproduction windows were not only common, but chronic. The time of highly skilled . . . and highly paid . . . personnel was lost.

Now, a spectacular breakthrough

in the art of reproducing engineering drawings eliminates such waste.

Operating on the electrostatic principles of xerography . . . clean, fast, dry . . . a XeroX® Copyflo® printer—which enlarges, reduces, or copies size to size—automatically turns out prints up to 20 linear feet a minute. That's a print in seconds . . . dry, positive, ready for immediate use.

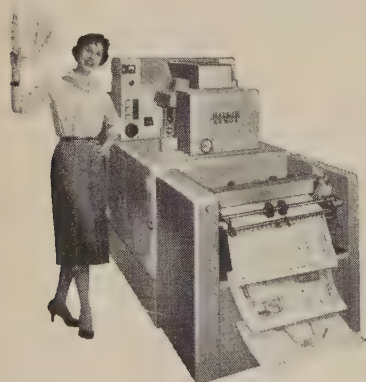
Just push the button . . . and copies flow! They may be on plain unsensitized paper, translucent vellum, or offset paper masters.

Combined with offset duplicating, a Copyflo continuous printer also makes feasible a stock-print system, in which multiple copies of drawings commonly used are run off in advance of need for self-service availability.

Prints are so inexpensive that engineers are urged to discard them rather than re-file them. Costs are cut dramatically, and savings from \$20,000 to \$100,000 a year are being reported.

A XeroX Copyflo printer offers the fastest, most flexible, most economical way to get copies precisely like the original from microfilm or original documents.

Write for Booklet X-287, containing complete information, HALOID XEROX INC., 59-196X Haloid Street, Rochester 3, N. Y. Branch offices in principal U. S. and Canadian cities. Overseas: Rank Xerox Ltd., London.



PUSH THE BUTTON . . . AND COPIES FLOW!

(Circle number 134 for more information)

HALOID XEROX

In every business operation certain written information is used again and again. But when this information is retyped or rewritten again and again, the cost is pure waste. Frequently, copying equipment is all that is needed to eliminate this waste. Here are some cases that show how.

That repeat writing is killing your profits



by **Herbert F. Bruning,**
President
Charles Bruning Co., Inc.

You can figure as a rule of thumb that any information written in your company more than once represents inefficiency, unnecessary costs, wasted profits.

This rule has been tested and proved over and over again.

It stands up despite the increasing load of paperwork in business and the seemingly endless demand for more copies of just about everything.

The rule stands up in paperwork systems of all kinds, ranging from simple typing of letters and reports to complicated machine calculating of payrolls or customer price quotations. In fact, the more complicated the first writing, the bigger the waste (and chance of error) if the same information is written more than once.

What is the answer to the multi-copy problem in business? One answer is copying equipment of various kinds.

Even the Los Angeles Rams football team found ways to increase efficiency with copying machines. The team's scouts face the job of charting plays being used by upcoming opponents. Previously, the scouts would diagram plays being employed by the next opponent on the Rams' schedule and mail the diagrams to the Los Angeles office of the team. There an office girl would redraw the diagrams on stencils and run off a sufficient quantity of mimeograph copies for all coaches and players. This method caused a delay in precious time,

and sometimes resulted in errors in the diagrams.

When the team switched to the use of copying equipment, both the time and error problems were solved. After a scout rushes his diagrams into the office, copies are instantly made by merely processing the originals through a copying machine. Enough exact reproductions are made to provide a copy for every coach and player. The time lapse is reduced from a few hours to a few minutes.

Here are some other cases showing how copying machines can be used to end repeat writing.

Tax returns

At the Royal Trust Co. in Toronto, copying equipment is used in an efficient system to process tax returns.

Royal Trust staff accountants fill in tax forms, then make copies from the originals with copying equipment. Any of these copies is acceptable for filing with the government.

The machine has substantially reduced clerical work during the tax season. For instance, two accountants who had spent all their time checking typed returns are now entirely free for other work, since clerical copying errors have been eliminated by the machine. The returns, of course, go out much faster.

Bills of material

General American Transportation Corp., manufacturer of specialized cars for the transportation industry,





NOW Roytype carbon sets are available with **YOUR** **LETTERHEAD**

(or you can order
them imprinted
with the word
"copy")

Roytype's handy carbon sets have gotten handsomer.

Now you can order them imprinted with your own letterhead, with the word "copy," or with a special design for a special occasion.

Choice of colors, too. Standard rates for black or red, slight additional charge for others.

Available in a variety of sizes to suit your needs.

Marginally ruled legal sets (in red) available, too. Call your nearby Roytype Representative for further details.

ROYTYPE® *carbon papers, ribbons, quality supplies for all business machines*

Products of Royal McBee Corporation,
World's Largest Manufacturer of Typewriters.

did you know...

that Roytype makes over 1,000 different kinds of typewriter and tabulator ribbons? To be sure you're using the right one for the kind of work you do, talk it over with the Roytype Representative who calls on you. He's studied all office jobs thoroughly. His knowledge can be a big help to you. Use it!



"THE BEST MAN TO DO BUSINESS WITH IS
THE MAN WHO KNOWS HIS BUSINESS"

MAIL THIS COUPON WITH YOUR LETTERHEAD

MR. ROY TYPE, c/o Royal McBee Corporation,
Department N, Port Chester, New York

- ☐ Send me FREE sample of a Roytype Carbon Set.
- ☐ Say, what's this about Roytype Creamee, a hand lotion for office use? Please send information about it.

Your Name _____

Firm Name _____

Street Address _____

City _____ Zone _____ State _____

(Circle number 156 for more information)

uses copying machines to get out engineering prints and paperwork on a fast, simplified basis.

The machine reproduces thousands of bills of materials, initiating the vast amount of GATX work on a one-writing basis. Information for each bill of material is typed only once. Different departments add information to a single form, from which the copying equipment reproduces all necessary copies.

The machine speeds and simplifies reproduction and distribution of more than a half million GATX engineering prints annually. These reproducible prints are sent from GATX headquarters in Chicago to plants and licensees throughout the country.

Order-invoice systems

James Lees and Sons Co., carpet manufacturers, uses copying machines to process over 150 forms and reports. In just one order-invoice operation, the company estimates that a copying machine saves more than \$10,000 annually in clerical work.

Customer invoices are reproduced by the machine directly from original written or typed orders. This has eliminated clerical rewriting and proofreading and has allowed three extra typists needed during peak periods to stay on other assignments.

Rate bulletins

Copying machines have proved that their economies in paperwork can be almost astronomical, particularly for larger companies. For instance, the installation of a machine system by the New Jersey Bell Telephone Co. has resulted in substantial savings in the preparation of the company's rate and route bulletins.

R. L. Saunders, Jr. of the Traffic Department at the main Newark office of New Jersey Bell reported the yearly printing bill for these bulletins had been reduced from over \$300,000 to less than \$50,000. The copying application, in essence, involves these operations:

1. Master record is typed on un-sensitized film.
2. A superior reproduction copy



MAKE WAY FOR TODAY!



NEW ACME VISIBLE ROTARY
handles more records, faster, in
50% LESS SPACE!

The modern Rotary look in your office looks even better in your books. For this revolutionary advance in record handling saves up to 50% in high-cost floor space while it gives quick access to as many as 250,000 records. In billing, order dispatching, inventory control, tab card filing and customer service operations, it ends expensive waste motion. Work rotates to the worker with push-button speed! A new "Report" shows how Rotaries save time, money, space for industry, utilities, transportation. SEND COUPON for FREE COPY.

ACME VISIBLE

World's largest exclusive makers of visible record systems.

ACME VISIBLE RECORDS, Inc.
1211 West Allview Drive, Crozet, Virginia

Please send free report on the "Revolution in Record Handling" . . . showing many types and sizes of power and manual Rotaries.

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

(Circle number 101 for more information)

**HARTER C-100
EXECUTIVE
ARMCHAIR**



SOLID HARTER QUALITY AT LOW PRICES

The Harter C-100 series is a refreshing change from the usual rule that low prices are achieved only by cheapening the product. The C-100 combines low price with solid quality. Harter-pioneered one-piece heavy gauge steel base. Seat cushion, 3 inches thick, of molded and cored virgin foam rubber that's bonded with pure latex. Choice of high impact styrene, molded hard rubber or upholstered armbands.



MODEL C-110

**MATCHING SIDE
ARMCHAIRS AND
SIDE CHAIRS**



MODEL C-120



HARTER

**STEEL
CHAIRS**

HARTER CORPORATION
1106 Prairie St.
Sturgis, Michigan

(Circle number 135 for more information)

for offset plate-making is made on special white copy machine paper. This copy is photographed by a XeroX Reducing Camera, four at a time, and it is printed four at a time.

3. In addition, a work copy is made with the copying equipment. This later is marked for insertions, changes, or deletions.

4. Typist uses work copy to revise master copy. Old information is removed easily from the film with water and Q-tips, and corrections are typed in.

5. New reproduction copy is made from the revised master, eliminating cost of outside typesetting.

6. Master record remains under control of the Traffic Department.

Bills of lading

The copying machine even has found a place on the high seas. Alaska Steamship Co. uses the machines to process as many as 1,700 bills of lading for one of its ships plying the Alaska run.

Shippers are supplied with inexpensive bill of lading forms on which they write or type shipping information. Directly from these forms, Alaska Steamship reproduces freight bills, notices of arrival and delivery orders. The system has reduced clerical work and eliminated copying errors while giving shippers faster service.

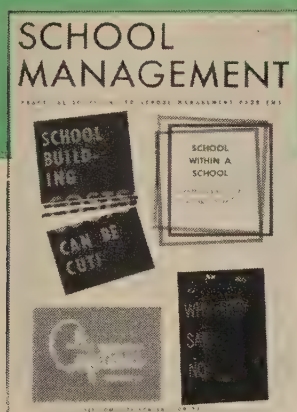
They won't replace the girls

And now, just to relax the tired businessman after a hard day at the office, let's conclude with a brief frolic in Chicago's Gaslight Club, famed for gorgeous girls and its turn-of-the-century atmosphere.

Since it is a key club where members must charge everything, the Gaslight had a serious problem in keeping its billing department up-to-date. Even with extra clerical help, the management found it was a losing battle to get out several thousand original monthly statements.

Patrons were unhappy because accumulated bills looked much larger in the sober light of a morning two or three months after the fun. The club was unhappy too because of patron complaints and excessive overtime needed to process

HOW TO SELL THE GROWING SCHOOL MARKET



BEST READ MAGAZINE IN THE PUBLIC SCHOOL MARKET

An impartial survey conducted by Western Union shows **SCHOOL MANAGEMENT** to be better read than *School Executive*, *Educational Business*, *Nation's Schools* or *American School Board Journal*. These findings are based on interviews with school men who receive *S/M* and at least one of the other three magazines.

FACTS ABOUT THE PUBLIC SCHOOL MARKET — A comprehensive statistical analysis of the market includes detailed information on major buying influences, sizes of the market, profit opportunities, people and organizational groups with buying authority, and comparative advertising costs. (Circle number 241 for both reports)

School Management Magazines, Inc., 22 W. Putnam Ave., Greenwich, Conn.

"If your product belongs in the school — your advertising belongs in SCHOOL MANAGEMENT."

- ... In 1956-57 total expenditures for public schools were \$12.5 billion — an increase of 11.6% over 1955-56.*
- ... Elementary and secondary full-time pupil enrollment increased by 3.5%—Fall 1958 over Fall 1957.*
- ... Present estimates show that 334,900 classrooms must be constructed between Fall 1957 and Fall 1969.*

These are a few of the statistics of the growing school market—a market that requires the products and services of business and industry.

*Source: U.S. Department of Health, Education and Welfare, Office of Education.

SCHOOL MANAGEMENT — the best read magazine in the public school market — is the only magazine reaching the 12,000 school districts with 94% of the total U.S. student enrollment.

SCHOOL MANAGEMENT is read by practically ...

... every single superintendent

... every single school board

... every known business manager

in every single school district with over 300 pupils.



POLAROID CORPORATION

"Producers of world-famous '60-second' Polaroid Land Cameras"



POLAROID CORPORATION
CAMBRIDGE 39, MASSACHUSETTS

Ship to
Randolph Camera Store
1120 South Side Avenue
Any Town, U.S.A.

Order No 42345

Invoice No 63428

Date Shipped 6/1/59

Shipped Via Express

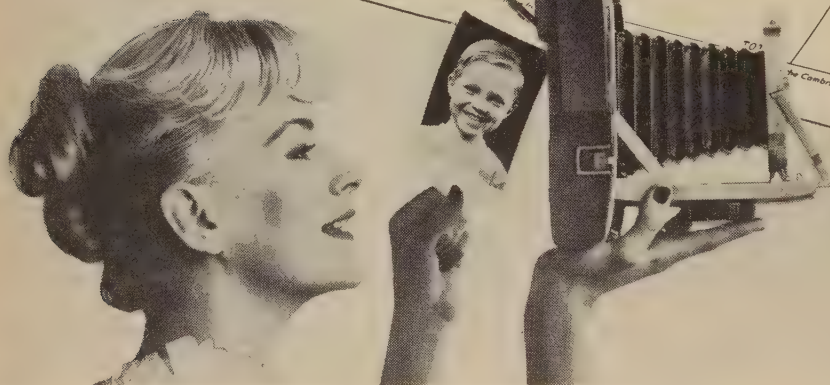
INVOICE

Date 5/29/59

Date 6/4/59

Bill to
Randolph Camera Store
1120 South Side Avenue
Any Town, U.S.A.

Bill Order No.	Quantity	Quantity Ordered	Quantity In stock	Description	Unit Price	Amount
	10	10		Highlander Model 80A Camera	72.75	727.50
	5	5		PR 23A	29.95	149.75
	10	10		Exposure	14.50	145.00
The Cambridge office of the Company						1022.25
Company.						1022.25
Company.						1022.25
Company.						1022.25



"NCR PAPER saves us more than double its cost...each year."

—POLAROID CORPORATION, Cambridge, Mass.

"We use NCR Paper (No Carbon Required) for many different types of multiple-copy forms. Though the price of NCR Paper is often more than forms with carbon, any extra cost is repaid several times over by the savings in time and mistakes, or in extra convenience. For some forms, the actual out-of-pocket cost—without counting the savings and other advantages—is less than any other alternative.

"We process more forms in less time because we do not have to insert or remove carbons. NCR Paper

forms make it possible for us to pick up originals and copies as a complete unit.

"We estimate NCR Paper saves us its entire cost more than twice each year by reducing operating expenses, thus returning more than 200% annually on our investment."

Richard T. Kriebel

Richard T. Kriebel, Secretary
and Director of Public Relations
POLAROID CORPORATION

POLAROID CORPORATION

saves time and money with
these NCR Paper forms:

- Voucher Checks
- Voucher Registers
- Remittance Advices
- Invoices
- Travel Expense Forms
- Industrial Orders
- Production Records
- Dealer Orders
- Promotion-Orders
- Special Promotions
- Merchandise-Orders

ASK YOUR LOCAL PRINTER OR FORMS SUPPLIER ABOUT NCR PAPER

ANOTHER PRODUCT OF

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO

1039 OFFICES IN 121 COUNTRIES... 75 YEARS OF HELPING BUSINESS SAVE MONEY



(Circle number 144 for more information)

NCR PAPER ELIMINATES CARBON PAPER

ess the statements. Moreover, a great deal of its working capital was tied up in accounts receivable, and frequent errors in transcribing the bills brought further complications.

After a survey of the system, the Gaslight Club installed a copying machine to run statements from cardstock records. The copy paper is perforated, allowing the client to easily detach an identifying stub, which he returns with his payment.

The Gaslight Club can't begin to estimate the economies it has effected. Now there is no reheading of statements each month and no need to transcribe from the account book or card to the customer's statement.

In addition, transcription errors have been eliminated and clerical costs reduced drastically. Since more frequent billing can be handled easily whenever desired, the Gaslight Club finds this advantageous. The club doesn't have to wait until the end of the month to send out large bills. It can simply pull the customer's card, run it through the machine in a jiffy and mail the statement.

If repeat writing is killing profits in your company, why not consider how copying equipment can save costs and time. ■

At Chicago's Gaslight Club, customer billing is done with a one-write system.



NEED MANY COPIES RIGHT AWAY?

**A demonstration will show you how a
HEYER CONQUEROR delivers 330 copies
in 3 minutes for a fraction of a cent each!**

With the Heyer Automatic Electric Mark III Conqueror, duplicating is as easy as dialing the telephone—and just as fast! Just snap the master in place and push the motor bar. Presto—3 minutes later the last sheet is printed and the Conqueror shuts off automatically! You have 330 copies in 1 to 5 colors. Best of all, after only 4 or 5 minutes' instruction, anyone can operate the Conqueror. You'll also appreciate the time saving visible fluid supply, and the feed tension control which lets you dial correct tension for anything—thin papers to post cards, even newsprint.



**Conqueror Prices
Begin at \$214.50***

This low price for the MODEL 70—Hand operated with all features except electric drive. MODEL 76A—Electric, automatic start-stop \$299.50.* MODEL 76B—Automatic, electric with 11" and 14" cylinder stop selector \$324.50.*

*Plus Federal Excise Tax



**"Always Makes a
Good Impression"**



**Send for your FREE
Personalized
Desk Pad—Today!**

A demonstration by mail to show what the Conqueror can do for you! No cost... no obligation.

HEYER INC. / 1832-C South Kestner Avenue • Chicago 23, Ill.

- ☐ Please send my Personalized Desk Pad and Literature on Conqueror Duplicators.
- ☐ I would like to have a one week FREE trial of a Conqueror Spirit Duplicator.

Name.....Title.....

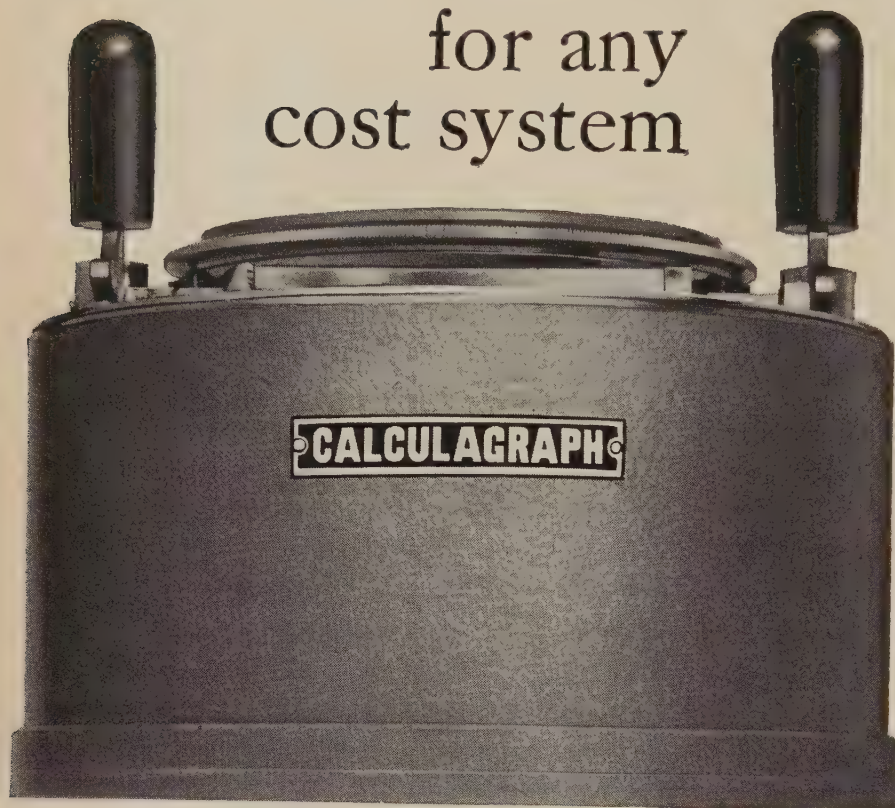
Name of Business.....

Address.....

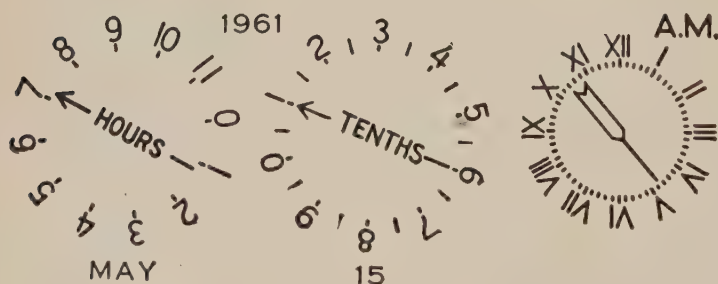
City.....Zone.....State.....

(Circle number 136 for more information)

Automatic foolproof elapsed time records for any cost system



Here's how Calculagraph, and only Calculagraph, does it!



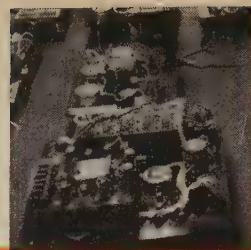
The Calculagraph computer completely eliminates time-consuming, error-producing manual computations to obtain elapsed time for labor costs. The exclusive Calculagraph principle automatically computes the "difference" in starting and finishing times and prints the elapsed time in hours and minutes or in hours and tenths (as shown). Arrows indicate the exact elapsed time. It can be "programmed", too, to subtract all "idle" time such as lunch periods, etc. No expensive changes are necessary to include Calculagraph in your cost system, regardless of what it is. Write today for complete information and enclose samples of your job tickets.

INDUSTRIAL DIVISION

CALCULAGRAPH Company

309 Sussex Street, Harrison, N. J.

(Circle number 112 for more information)



Business electronics



**IBM to rent computers
by the hour in 1960**

Computers by the hour will be available to business across the nation in 1960.

International Business Machines Corp. has announced that it will establish 25 to 30 "datacenters" in major cities.

Each datacenter will house a million dollar IBM 7070, the firm's most advanced transistorized commercial data processing system.

Computer rental by the hour marks a departure from IBM's traditional policy of "month" rental. The datacenters will be open to all businesses, whether or not they have been IBM customers in the past. Businesses may buy as little as 15 hours of computing time a month.

Datacenter users will supply their own developments—people who develop instructions for computers—and their own operators.

The rental rate for the 7070 will be under \$300 an hour.

For more information on IBM's new rental policies, circle number 255 on the Reader Service Card.



**Datatyper produces plates
direct from punched cards**

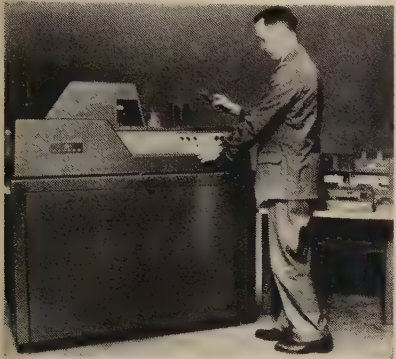
Large scale addressing, accounting and stock control operations can benefit by a high speed embossing unit developed by Dashew Business Machine Inc.

Completely automatic operation produces plastic or metal plates direct from punched cards.

at the rate of 14,000 characters per hour.

A unique servo-drive control system obviates need for clutches, brakes or any mechanical drives. Signals are transmitted from the IBM 024 card punch and converted by the electronic translator. It can also translate from perforated tape.

In processing plates, the Datatyper can be set up to emboss sequenced numbers or special characters on programmed sig-



Program capabilities allow unit to imprint plates in almost any order.

nals. For instance, it can indicate credit limits, expiration dates or other coded symbols. Where more than one plate is needed, it will emboss additional plates automatically.

For more technical details on the operation and applications of this new electronic unit, circle number 254 on the Reader Service Card.

New system taps data of all U.S. scientists

In less than a day, it will soon be possible to screen the knowledge of 15,000 top U.S. scientists. This feat will be accomplished by the Air Force with a new electronic data processing system known as CATE.

Prime objective of this data retrieval program is to identify and locate the specific scientists and engineers among 9,000 contractors and thousands of sub-contractors who are best qualified to answer urgent technical questions.

The brain of "Katie," as it is pronounced, is an IBM Universal Card Scanner. Nerve center of

ONLY FULLY TRANSISTORIZED PORTABLE dictation machine with All controls in your hand



NOW DICTATE WHEREVER YOU ARE!

INDOORS OR OUT... WHILE TRAVELING OR AT HOME

Book-sized transistorized Comptometer CORONET has permanent printed circuits and built-in erase bar. Tucks into briefcase, car glove compartment, desk drawer... goes where you go.

Comptometer Corporation
...Better Products to Better Business

Comptometer Coronet

Microphone Control. ALL operating controls are in the full hand-size mike. Makes dictation as easy as talking.
Perfect Dictation Every Time. No confusing corrections. Just dictate new phrasing over old—perfect dictation always!

LIMITLESS-LIFE DICTATION BELT PAYS FOR YOUR CORONET

Uses same Erase-O-Matic non-slip belt as Standard Desk Machine. Belt can be reused thousands of times. No recurring costs as with ordinary belts, discs, cylinders—a saving that pays for your Coronet. Belt is easy to insert and remove. Operates on 6 small mercury batteries, available anywhere, or on A.C. with tiny power pack.

Scaled down in all but performance, here's big machine service and big new advancements, at your hand wherever you may be—complete portability!

Send this coupon FOR DESCRIPTIVE LITERATURE!
COMPTOMETER CORPORATION
1712 N. Paulina St.
Chicago 22, Ill.

☐ Send me Coronet literature ☐ I would like to see the Coronet

Name _____ Position _____

Firm _____

Street _____

City _____ State _____

(Circle number 116 for more information)

SHIP and BILL

with a single form

Whether you ship by rail, parcel post, express, air, this one Baltimore Business Form does the complete shipping and billing job . . . all with a single typing.

And NOW you can include the Address Label too, with the miracle of new Nashua DAVAC® adhesive labels—that never stick in the typewriter—but never “let go” when on the package. With DAVAC adhesive label included in your Shipping and Billing form you eliminate any additional typing.

You can realize immediate cash savings through reduced typing time, elimination of errors and a streamlined billing and shipping operation.

For FREE samples and advice on practical business forms, call your Baltimore Business Forms representative (listed in the Yellow Pages) or write direct to: BALTIMORE BUSINESS FORMS CO.

Baltimore Business Forms

THE BALTIMORE BUSINESS FORMS COMPANY

3142 Frederick Avenue, Baltimore 29, Md.

(Circle number 109 for more information)

the system is computer equipment with high speed logical capabilities and huge storage capacities.

At Air Research and Development Command headquarters in Washington, D. C., CATE will continually update a punched card file on every scientist currently or formerly in charge of any AF research project.

When a major technical question arises, the IBM Scanner automatically pinpoints the men with the necessary knowledge. The machine accomplishes this by “keywords” that define the question and so spot the professional qualifications of the people who should be consulted.

This keyword vocabulary of several thousand technical terms, devised by the ARDC, covers its entire range of research and development efforts.

The new system is a breakthrough in sifting through the masses of important technical data that are accumulating at a tremendous rate. It will mean acceleration of assembling known facts without waste of man hours and brainpower.



Close tolerance printing for pre-printed forms

A new electronic printing system for high-speed registered printing of computer data on pre-printed forms has been developed by Stromberg-Carlson.

The system can print numbers, letters and symbols at the rate of 5,000 lines a minute on invoices, checks, statements, inventory records and other forms.

Designated the S-C 5200 system, the process combines use of a Charactron shaped beam tube and a Xerographic printing process.

When the printing cycle is completed, paper is cut to the desired size by a photosensing controlled cutter and stacked in correct sequence.

Besides circuitry for photosensing margin registration marks, the unit has controls for start-stop, skipping, end of line,

FIRE! FIRE!



Every \$100 you waste on the Paper Work Monster is like burning the profits on \$4,160 in sales!*

*From a study made by Management Research Institute

*New DITTO® offset duplicator offers
the fastest, surest way to put out profit fires!*



At the touch of a key, the new DITTO L-16 starts operation, makes copies to a predetermined count, cleans blanket and stops—all automatically!

Here's how. The new DITTO L-16 cuts hundreds of dollars off printing bills . . . gives you "print shop" quality on anything typed, written, drawn, or photographed. Using low-cost paper or metal mats, it duplicates in black and white or in color, on any size of sheet or card from 12" x 14" to 3" x 5". New features of the DITTO L-16 make it especially adaptable to systems work; new master clamp speeds up changing of DITTO brand masters, new systems tray handles a wider variety of forms, new vacuum drum holds master in place for speedier operation. For complete facts, mail coupon. No obligation.

DITTO, INC., 6858 McCormick Rd., Chicago, Ill.

Gentlemen: Send me literature on the DITTO L-16 offset duplicator—and actual samples duplicated on it.

Name, Title _____

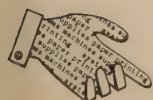
Address _____

City _____ State _____

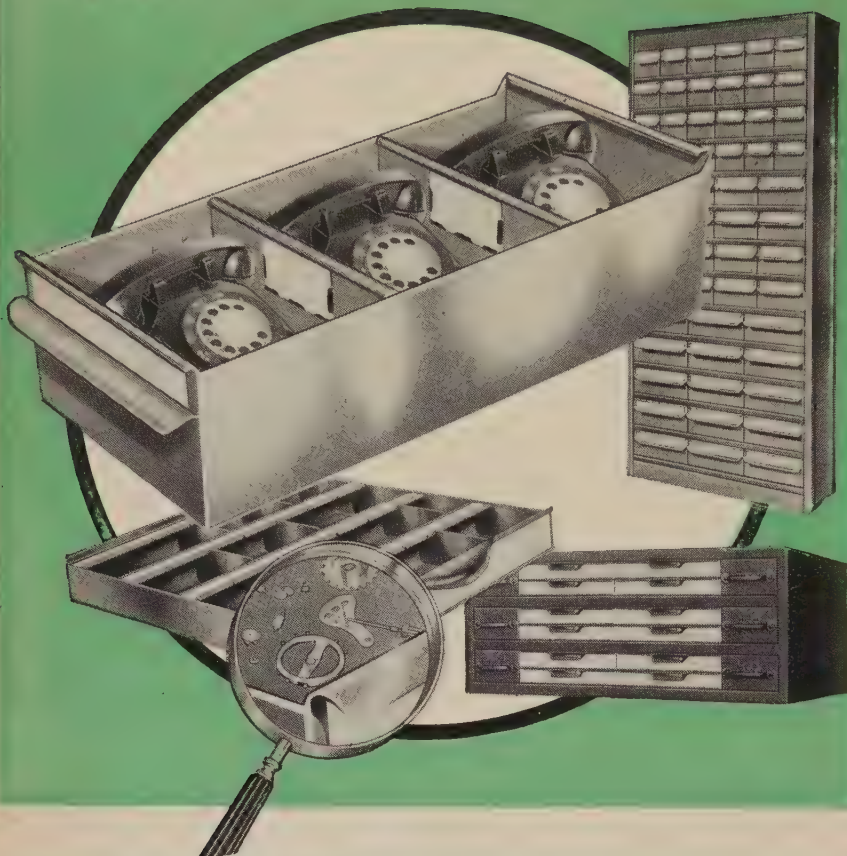

Ditto®

...the helping hand for modern business

(Circle number 124 for more information)



*If your parts are large or small —
Equipto drawers will take them all*



Equipto Drawers

now in all sizes

The vast and varied Equipto line offers the widest selection of capacities and combinations ever built into drawer storage units. They include everything from simple 2 drawer units to the large 7' high multi-drawer combination shown above. They are of heavy duty construction and not to be confused with other units on the market. Different types of interchangeable drawers permit thousands of arrangements within the units to satisfy your needs — up to 6,184 drawer compartments in only 3 sq. ft. of floor space.

Some of the drawers are shallow for tiny parts . . . others are Jumbo size for large objects. Up to (17" long by 11¼" wide by 6⅞" deep) All have adjustable dividers that lock in place — can't creep up — small parts cannot get from one compartment to another. Heavy gauge steel construction protects parts . . . prevents sagging or sticking . . . prolongs life of units.

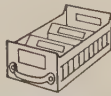
Equipto is the most complete line of drawer and drawer units on the market. Send for your free copy of big 32 page drawer catalog No. 302 showing hundreds of different units. Don't delay, act today!



SHELVING



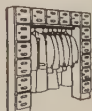
BENCHES



DRAWER UNITS



LOCKERS



EQUIPTO ROBE



STOCK CARTS



EQUIPTO ANGLE

Equipto

615 Prairie Avenue
Aurora, Illinois

(Circle number 125 for more information)

end of file and stop, parity check and alarms, and end of record.

The M-30 storage buffer uses a magnetic core to store data and release it at the correct printing rate.

For more technical details on this high-speed electronic registered printing system, circle number 256 on the Reader Service Card.



New book gives "how-to" on computer programming

For the businessman who wants to learn how electronic computers can be used from day to day to solve data processing problems, a new book should prove helpful.

Programming Business Computers, by Daniel D. McCracken, Harold Weiss and Tsai-Hwa Lee, covers computer programming from analysis to coding, without becoming entangled in a mass of equations.

The book highlights computer techniques for data processing and avoids subjects of interest only to scientists and engineers.

Such topics as the nature of the data processing problem, the general concept of the file, flow charting, and the general characteristics of electronic computers introduce the book.

The authors go on to explain standard coding techniques, using a hypothetical computer—DATAC—to set up examples for easy understanding of the subject.

Programming Business Computers also examines such advanced techniques as the principles of sorting, re-run timing emphasis, file organization, automatic coding, and large random access storage devices.

Finally, the volume summarizes the steps involved in establishing a computer operation and examines the associated accounting and auditing problems.

Published by John Wiley & Sons, Inc., the book has 510 pages and sells for \$10.25.

For further information, write to John Wiley & Sons, Inc., 440 Fourth Avenue, New York 16, N. Y.

1 First-period statements or reports: Write or type repetitive headings and other data.

2 Make a "duplicate original" copy on your Ozalid machine. File original. Fill in current figures on the "duplicate original."

3 Make sharp, black on white copies—in seconds. If there are several pages, your report will be automatically collated in correct sequence!

4 Second period (and successive) statements or reports: Pull out original of repetitive headings—make another "duplicate original" copy—add new figures—make copies on your Ozalid machine.

NO REPEAT WRITING... EVEN ON PROFORMA REPORTS... WHEN YOU USE OZALID DIRECT COPYING

Now you can prepare proforma or periodic status reports in a fraction of the time formerly required! With an Ozalid direct copy system, you stop spending time and money rewriting and proofreading repetitive descriptions, headings, or figures. You add only the latest data each time a report is prepared . . . your Ozalid direct copy machine does the rest. Reports are ready days earlier—and clerical costs are cut to the bone.

Low Cost. Ozalid direct copying is lowest in cost of all copying processes. Your Ozalid machine will pay for itself in short order—through dozens of other time- and money-saving applications. Use it to copy handwritten tax returns and schedules, eliminate typing, messy carbons, proofreading. Ozalid copies are acceptable to the USIRS as official returns.

For more information, call your local Ozalid representative...and be sure to mail the coupon today!



New low-cost Reprofax Viking takes all standard accounting sheets up to 18" wide by any length. No venting required—can be located anywhere.

OZALID

Division of General Aniline & Film Corp.

(Circle number 128 for more information)

Ozalid, Dept. T-11, Johnson City, N. Y.

Please send me descriptive brochure on the new Reprofax Viking plus facts on how to save clerical time and money on my reports and tax returns.

Name _____

Company _____

Position _____

Street _____

City _____ Zone _____ State _____

PHILCO BRINGS YOU THE WORLD OF TOMORROW TODAY

Transac S-2000 ... the system with built-in longevity

The Philco Transac S-2000 all-transistor data processing system will keep pace with your business today ... and generations to come. True asynchronous operation permits system updating and expansion without reprogramming. It performs with incredible speed, delivering 213,000 arithmetic calculations per second. Transac S-2000 also offers major savings in space, installation, operation and maintenance. If your company is ready for large scale data processing, look ahead to Transac ... first in fully transistorized data processing ... the computer that brings you the world of tomorrow today!



transac s-2000 by **PHILCO**

First in Transistorized Data Processing

GOVERNMENT AND INDUSTRIAL DIVISION • 4700 WISSAHICKON AVENUE PHILADELPHIA 44, PENNSYLVANIA

How to get profits— not problems— from creative people



Original thinking can mean profits to your company. But it can mean headaches, too. Here's how to find the creative people in your company, overcome the problems they present, and create the climate in which they'll do the most for your company.

by **Joseph D. Ardleigh**, *Executive Vice President*

*Research Institute of America, Inc.
New York*

Creative people bring profits. True.

Creative people bring problems. Also true.

Do you have to take the problems in order to get the profits? Not necessarily.

There are specific ways to skirt the problems creative people present—and still get maximum results from their original thinking.

Creative people can be anywhere in your company—not just in research, advertising and other “creative” departments.

As a manager, your creative job

is to get the most from creative people. You do it by creating the conditions under which they can work most productively. But before you do that, you have to:

1. Find out who and where the truly creative people are.
2. Uncover and understand their problems.

Result: more profits, less problems.

Who is the creative person?

Certain traits distinguish the creative person.

These are the characteristics the

training division of Standard Oil found common to most creative people:

They are sensitive to problems and needs. They look for new and better ways to do things.

They usually get a greater quantity of ideas than other people. Since they produce ideas in volume, the chances of producing profitable ideas are greater.

They get a wide variety of thoughts. They can easily drop one line of thought and take up another.

They have breadth of vision. They see relationships between seeming-

ly remote things and bring them together in meaningful ways.

"The discovery of common principles in seemingly irrelevant material is the distinction between creative thinking and simple reasoning," says Dr. B. M. Springbett of the University of Manitoba.

There are three ways you can identify the creative people in your company.

1. Look for those who notice problems and situations that have previously escaped attention.

2. Look for those who tend to have many alternative thoughts on any given subject.

3. Look for those who relate to their work problems ideas that they have encountered elsewhere.

If you wonder whether creativity can exist at any company level, consider this example.

A polishing machine operator's suggestion doubled productivity of a special screw at hardly any increase in cost. Idea: cast the screws twice as long as before with heads at each end; then cut them in half.

The experts say there are two common reasons why more managers don't get the most out of their creative people.

- They underestimate the potential of subordinates.

- They regard creativeness as the mysterious quality of an alien breed.

Many companies seem to think that creativity declines sharply with age. This is not the case, according to studies made by Dr.

Harvey C. Lehman at the University of Ohio.

He says that creativeness in most fields rises to a peak between the ages of 30 and 40 and declines very slowly afterward. But he adds that the variations are far too small to have any practical significance in business.

In fact, if a man of 60 or more is less creative than he was 25 years ago, the reasons are apt to be lack of incentive and/or ambition rather than any drop in mental agility.

Consider, for instance, the late Charles F. Kettering of General Motors who produced ethyl gasoline, chrome metal, a two-cycle engine for locomotives and more than 100 other inventions, many of them when he was between the ages of 50 and 71.

Is there a correlation between intelligence and creativeness? ask many executives.

Only to a degree, answer the psychologists. A survey of 87 industrial foremen and 67 office workers made by Dr. Edwin R. Ghiselli showed that creativity is more closely linked to initiative than intelligence.

How then can you test for creativeness? One way is to use psychological tests (*see sample tests of creativity ability on page 97*). These tests are prepared by research teams such as the one at Pennsylvania State University under the direction of Professor Viktor Lowenfeld. One caution: tests should not be used without the help of a specialist trained to interpret the results.

Care must be taken in selecting the test, too. Psychologists say that while there are several good tests which give fairly accurate results, there are many unreliable tests that will not tell you much.

Problems of creative people

It's not wrong to think of creative people as somewhat eccentric. But it is entirely false to regard creative people as undisciplined and irrational, devoid of the social qualities and responsibilities.

"To be creative is to be unpredictable," says Dr. George Stoddard, dean at New York University.

Several research studies have iso-

THEY NEED TIME ALONE



lated certain behavior characteristics that tend to show up in highly original people. Not every creative person has all of them. And when he works alone, these characteristics do not really matter. But they often become troublesome if the person has to operate within an organization.

Insight into these characteristics and the reasons behind them can help you deal with creative people.

Here are typical problems many firms face with creative people:

Sets his own pace. The inventive person is not usually a steady worker.

"He has a chopped-up way of working," says the secretary of an executive who produces innumerable ideas on reducing costs and improving performances.

It is not simply a matter of "artistic" temperament. The mind needs an incubation period of seeming inactivity in order to hatch ideas and make them come alive. The "wasted" time is part of the creative process.

Here's an example.

An engineer for a leading oil company took off for a week of fishing. He returned with a new method for handling a complex chemical engineering problem.

But he was fired. "Unstable behavior," said the personnel director.

Three weeks later he showed up at the laboratory with the solution to a problem that had eluded the company's best brains for five years.

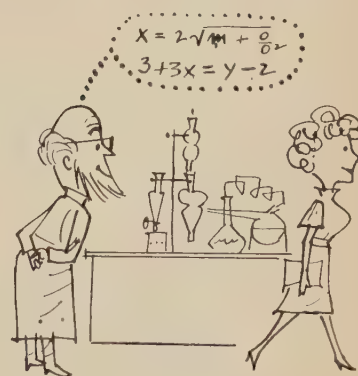
He was rehired on the condition that he would discuss a leave of absence with his superiors whenever he felt the need for solitude.

What to do? Give the creative



**ABOUT
THE
AUTHOR**

Joseph D. Ardleigh is a nationally recognized authority on human relations, personnel practices and modern sales techniques. He directs the planning and supervision of field activities of the Research Institute of America, New York, which serves more than 30,000 member firms in the United States and Canada. He is also in charge of the Institute's development division.



person as much freedom as possible to use the mental "tricks" he requires to stimulate his thinking. Many creative people contribute most when they have time for "lone wolf" thinking.

Imposed regimens kill creativity, say the experts. But to maintain discipline, make it clear that it is you, not he, who is setting the rules—and permitting exceptions.

Difficult to hold. Creative people become restless under conventional restraints.

The chance that the creative man will decide he has had enough and leave is greater than with the average man. What's behind this restiveness? Possibly the same impulsiveness that makes him reach for startling answers.

The engineer for a steel-parts manufacturer suddenly quit one day. No amount of persuasion could keep him.

His reason: "I've tried. But this job no longer holds any challenge for me. At the beginning, I thought this place would present fresh problems for solutions, but now I find myself blocked."

Where did he go? To a poorer-paying job that held more interest for him.

If your creative people are getting restive, consider giving them individual problems to work on. Creative minds tend to back off from a problem when others begin to swarm on it. The creative man works best when he has a challenging problem—he works most enthusiastically when he has a project that is "his baby."

Defies precedent. Often the creative man will try a new idea with-

out permission and disrupt your operations.

That's because his ability to come up with new methods that deviate from established practice is paralleled by a tendency to defy company rules.

There are two ways you can restrain this disruptive trait.

1. Define, in advance, the limits of individual action.

2. Guarantee a full hearing for all ideas.

If the man knows his proposals will get earnest consideration, he is more likely to check with his superior before acting.

Gaps in knowledge. The creative person is often ignorant of elementary and commonly known facts.

The reason is that he may have so concentrated his thoughts on the solution of one kind of problem that he failed to round out his mental development.

Consider this case.

An accountant's brilliant financial mind contributed heavily to the financial stability of a public utility company. Consequently, he was elevated to controller.

But his lack of interest in the world outside his own office blinded him to development in the community. He nearly brought on a crisis by blocking attempts to prepare for the growth of nearby suburbs.

The best managers make sure that the recognition of creative ability does not credit the man with skills he actually lacks. In other words, they don't let one great talent dictate choice for a job that needs a balance of abilities. But neither is it wise to assume that any creative man is, ipso facto, incom-

petent to join the management ranks. Advancement means assessment of the individual's capacities, not a snap judgment.

Gets carried away. A creative man may get so wrapped up in a job that he fails to differentiate between the work and himself.

Danger: criticism of his work may be taken personally. This problem, touchy when dealing with any employee, is even more so when dealing with the creative individual. The creative person is often prone to confusing criticism of his work and/or his ideas with criticism of himself.

How do you turn down the idea and not the man? Two ways:

1. Praise his effort for every idea he presents. Said one creative assistant of his superior: "I don't expect him to go into raptures with every idea, but I like to get some credit for thinking about a problem. If I do my creative thinking on Sunday when everyone else is relaxing, I think that deserves some recognition."

2. Suggest a new line of exploration (or modifications) if a proposal is not sound. If he is still interested in the idea, he'll be willing to hear suggestions for making it more practical.

Weave into your criticism words that express your understanding of the problems he is facing, and you and your creative person can function as an effective team.

Chafes at working with others. The creative person resents having to work with others who are not receptive to his ideas or who are poorly trained in his field.

Highly original people work best

Sealed for Life . . . in 3 Seconds!
The exciting new push button GBC



INSTANT LAMINATOR



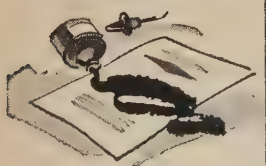
MODEL L-17D



Colors, drawings, copy,
given greater brilliance



Keeps originals forever
looking clean, fresh and sharp



Resists most liquids,
shuns off ink and water

Designed and engineered for office and plant use . . . seals important business papers in permanent plastic finish!

Now anyone can laminate right in their own organization with the new GBC instant Laminator . . . no special operator or training necessary. You can encase any paper, drawing, photograph, etc. in a thin, transparent shield of GBC polyester plastic film in seconds. GBC lamination protects, beautifies, and strengthens at a fraction of the cost of other methods. Makes sales literature more impressive . . . keeps frequently handled papers clean and new looking indefinitely. Impervious to dirt, grease and stain—even acid.

Find out how the GBC Laminator will add impact to your material. Learn how other organizations are now making very profitable use of this amazing new business machine.

Send for FREE PLASTIC BOUND FACT BOOK and lamination sample.



GENERAL BINDING CORPORATION
1101 Skokie Highway, Northbrook, Illinois

MM11-9

I would like to learn more about GBC plastic laminating . . . please send me your FREE PLASTIC BOUND FACT BOOK and lamination sample.

Name _____
Organization _____
Position _____
Address _____
City _____ State _____

with three kinds of individuals

1. Those respected for creativeness or proficiency in the same field.

2. Those able to supplement his ideas because of skill in other fields.

3. Those whose company status carries real weight.

Experts recommend watching closely the human relations between the gifted man and others. If resentments arise, look for rearrangements that will permit him to 1) work with those he respects or 2) work alone.

Wants more than money. The creative individual has healthy respect for a good salary, but once he has reached a certain income, he may be more interested in receptivity to his thoughts than in money.

He considers status important and recognition from his colleagues.

A panel of business leaders and scientists agreed recently that a better system of rewards for creativeness is needed. "Even so small a thing as a title that enables the scientist's wife to talk on even terms with the wives of executives is important," concluded one of the panelists.

One caution: often attempts to give status involve promotion to an administrative job, since that is the only next rung in many firms' ladders. No doubt well meant, this move sometimes ends in frustration for the creative man and disappointment for company executives.

Some managers say it's best to reward exceptional creativity by establishing fresh lines of advancement (as several large firms are now doing), instead of using the pre-existing patterns of promotions.

American Cyanamid Co.'s research division has pioneered a new promotion schedule for scientific personnel. They let their scientists know how these levels of advancement parallel those established for administrators (see chart page 98).

Vice President S. C. Moody of American Cyanamid says: "We must recognize that a man can make fully as great a contribution in the role of a professional specialist as he can in the role of manager. It would be disastrous if our employees were to receive the impression that the only way to

GBC
The
Mark of
Leadership
and
Quality

(Circle number 130 for more information)

WHY THEY'RE INDEPENDENT...

Dr. Anna Roe, whose research work for the Guggenheim Foundation makes her a leading authority on creativity, cites these reasons for independence among creative people.

- Most have depended on their own resources since early in life.
- Of 64 eminent scientists, 39 were the first-born in their families, and seven others are the oldest living sons.
- Death of parents is high among most creative people.
- Disruptive influences on his life tend to give the person of above average intelligence the quality of independence.

AND HOW TO LIVE WITH THEM...

Creativeness does not demand eccentricity. Nor does it excuse a refusal to respect any and all rules.

But the hard facts are these:

- Everyone in an organization has some displeasing traits, or so they seem to others.
- You tolerate a certain amount of annoyance from almost anybody.
- Annoying traits of creative people stem from unique thought patterns.
- Because these thought patterns can be useful to you, set your "tolerance threshold" a little higher for the creative man.
- In other words, if you usually count to 10 with others before you make an issue, count to 15 for him.

satisfying career, with high rewards, is through the ranks of management."

Is he worth the problems?

With such personality traits, some creative people are more trouble than they're worth.

But many are worth the trouble.

The question is: how can you balance a man's creative ability against the problem he is likely to present?

The answer is: you can't.

But there are times when you simply know a highly creative man is not right for a job. The best thing to do is to keep him out of it.

Consider one company's experience.

A research chemist's interest lay in exploring new sources of raw materials. He would recommend his discoveries to his superior, firmly convinced they would improve the firm's products.

But the company owned a small chemical plant and used much of its output. A change was out of the question.

Since straight research did not conform to the chemist's chief interests, he should have been frankly advised to use his talents in other ways or even in another company.

But you may have a job in your company that has not yet hardened into a static activity. His contributions may far outweigh any problems he presents, according to leading management analysts.

Says one: "To evaluate the worth of a creative man is like trying to compare the potential output of a punch-press operator and an artist. The operator's job is bounded at the outset. He can do a little more or a little less, but if he sticks exactly to his function, you can predict his maximum contribution. The artist starts with a blank sheet. There is no limit to what he may do with it."

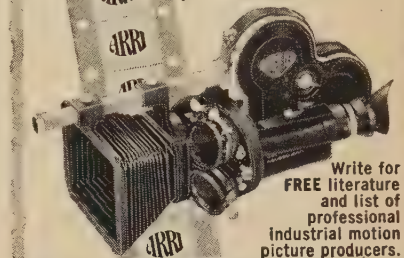
If you can't decide whether to gamble on creative people, consider this statement:

Every real step forward in developing new markets, new products, new production methods, new levels of efficiency, cost reductions, or profit growth—all have begun with an original idea. (Turn page)

- MOTION PICTURE FILMS

are the best means to
**sell... teach
... influence!**

Find out why the motion picture departments of the nation's leading companies and professional film producers prefer the **ARRIFLEX® 16**... the world's most versatile, money saving production camera.



Write for
FREE literature
and list of
professional
industrial motion
picture producers.

ARRIFLEX
CORPORATION OF AMERICA

257 M. PARK AVENUE SOUTH, NEW YORK 10, N. Y.

name
address
city zone state

(Circle number 107 for more information)

**HERE'S A
MADE-TO-ORDER
GOODWILL
SALESMAN!**



Your trademark or product reproduced in a handsome and practical W & A miniature becomes a round-the-clock salesman for you wherever it's worn or used.

Let us show you how Williams & Anderson craftsmen can add tremendous selling power to your trademark or product. Write today for further information.

WILLIAMS & ANDERSON CO.
INDUSTRIAL DIVISION

Emblem Manufacturers Since 1861

14 Third Street, Providence, R. I.

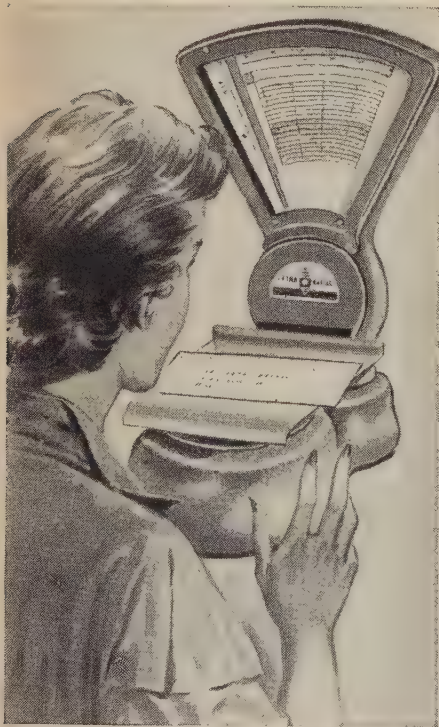
(Circle number 166 for more information)

Mailing scale let you down?

Spring scales are like spring chickens—get tough or tired as they grow older. The tough scale underweighs, and your letters arrive “Postage Due”—annoying your correspondents, and earning ill will for you.

The tired scale overweighs, and wastes postage. At 4¢ first class, and 7¢ airmail, a few extra stamps a day can run into a sizeable loss in a year.

Either way, you can't afford a scale that isn't accurate.



Get a precision Pitney-Bowes Mailing Scale. No springs—but an automatic pendulum mechanism that holds its accuracy year after year. The hairline indicator registers instantly and exactly—doesn't waver. The large chart markings and big figures are easy to read, make weighing faster, easier. Avoid errors, save postage.

Seven models to choose from, including an international rate scale and a 70 lb. capacity scale for parcel post. Ask the nearest Pitney-Bowes office to show you. Or send coupon for free illustrated booklet.

FREE: Handy desk or wall chart of postal rates, with parcel post map and zone finder.



PITNEY-BOWES Mailing Scales

PITNEY-BOWES, INC.
4581 Walnut St., Stamford, Conn.
Originator of the postage meter . . .
offices in 121 cities in U. S. and Canada.

PITNEY-BOWES, INC.
4581 Walnut Street
Stamford, Conn.

Send free booklet ☐ rate chart ☐

Name

Address

One question remains. Since much of the work in the business world is a team operation, how does the creative thinker fit in?

A University of Chicago study indicates an answer. Of this century's 54 most important inventions, 33 came from individual effort, only 21 from group projects.

Yale University studies have also shaken some pet theories about the value of brainstorming and other forms of group thinking. One group of 48 students worked alone on a set of problems. Another group of 48 worked in four-man teams. Results: the lone workers came up with more ideas and their thoughts were superior in both originality and practicality.

Sometimes creative people from different departments who work on a common project produce valuable thinking. But research by Dr. Herbert A. Shepard of M.I.T. shows that teaming the same creative group for more than 16 months brings a steady decline in results.

How to get the best from creative people

“Creativity in a company either flourishes or dies. It depends on the climate.”

That's the conclusion of a survey made by the industrial relations section of Princeton University.

What is the special environment that makes creativeness flourish?

Most authorities agree: good supervision is the critical factor. The creative man's relationship with his immediate superior overshadows every other influence.

Managers who get the best from creative people suggest these steps.

Gear pressure to goals. Maintain enough pressure to keep the man constantly aware of your goals.

But be sure to allow him a certain amount of latitude to work at his own pace.

Although no one can predict how long the creative process takes, fixing definite goals and an approximate time limit helps to provide a necessary sense of direction.

Maintain contact. Creative performance is highest when supervision provides an intermediate degree of independence.

That's what Dr. Donald C. Pelz

(Circle number 149 for more information)

TESTS OF CREATIVE ABILITY

The following items are adapted from tests used by the A. C. Spark Plug Company and the Standard Oil Company of New Jersey.

In Tests I, II and III, approximately 4 minutes per question is allowed and the individual is scored more on quantity of ideas than on quality. Test IV has more definite rating methods.

I. Concerning each of the following three items, indicate as many possible consequences as you can. Think of all the things that might happen as a result of the situation and fill in with as many details as you wish.

1. An airplane makes a forced landing in a jungle. There is plenty of food for the passengers but the radio is out of order and the plane is unable to take off.

2. An elderly night watchman in a chemical plant discovers a fire when making his rounds. On his way to turn in an alarm he has a heart attack.

3. A workman repairing a house discovers a stamped but unmailed letter behind a baseboard. He drops it in the mail on the way home.

II. Here are a number of statements which you will assume to be true. Give as many reasons or explanations as you can to explain the truth of these statements.

1. More people have dental work done during February than any other month.

2. The proportion of bald-headed men living in New York State is greater than in Ohio.

3. In general, potatoes grown near rivers are smaller than those grown elsewhere.

4. There are proportionately more houses painted white in San Francisco than in Boston.

III. Three common objects are named below. List all the possible uses to which these objects might be put (give uses that you have seen and uses that you can imagine).

1. An empty beer can.

2. A wooden clothespin.

3. A sheet of 8½ x 11 paper.

IV. Answer whether you consider each of these statements true or false.

1. I don't like to work on a problem unless there is the possibility of coming out with a clearcut and unambiguous answer.

2. I get sort of annoyed with writers who go out of their way to use strange and unusual words.

3. For most questions, there is just one right answer, once a person is able to get all the facts.

4. I would like to hear a great singer in an opera.

5. Compared to your own self-respect, the respect of others' means very little.

6. I would like the job of a foreign correspondent for a newspaper.

7. Every boy ought to get away from his family for a year or two while he is still in his teens.

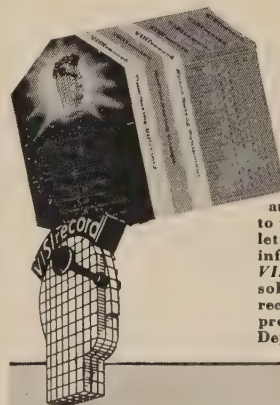
For ratings see page 100.



LOOKED IN THE DARK CORNERS LATELY?

Are you harboring a fugitive — a killer of efficiency, a saboteur of profits, a thief of time or space? Do your recordkeeping systems provide instant location, foolproof refiling, full visible control and complete flexibility — all in minimum space? Are they adaptable to either hand or machine posting, and to automated methods? Do they give you facts at a glance — instead of too little, too late? Unless you can honestly answer "Yes" to these questions, you need **VIS/record**,

- Inventory
- Receivables
- Purchasing Followup
- Personnel
- Sales Control
- Maintenance
- Production
- Punched Card or Tape
- Or Any Other (Specify)



Write now
(or check
and clip this ad
to your signed
letterhead) for
information about
VIS/record's
solutions to your
recordkeeping
problems. Address
Dept. MM-6.

VIS/record, Inc.

375 Park Avenue, New York 22, N.Y.

The world's fastest visible record keeping system

(Circle number 176 for more information)

of the University of Michigan's Survey Research Center reports.

His recommendation: frequent communication, coupled with freedom to make certain decisions alone. That, he says, is the ideal compromise.

It also helps to couple the creative individual with a man who can round out details and implement his original inventive thought.

For example, Nicholas Cristofilos, a Greek scientist, was recently acclaimed for solving the problem of controlling hydrogen fusion. His proposals had been ignored for years by U.S. and British scientists because his ideas had not been clearly expressed.

In the U.S. laboratory where he now works, a special team is assigned to extract utility from his ideas.

Let him know where he stands. Because he feels he "works in a vacuum," the creative man hungers for evaluation of his efforts.

But appraisal of creative effort is hard. That's because results may be indefinite or long-postponed.

Here are five key steps you can take to keep the creative man's initiative up.

- Watch for trouble in the form of brooding resentment rather than outright complaints.
- Show, through informal talks about his problems, that you value

what the creative man is contributing.

- Define objectives. Show him you know what he is seeking.
- Stress the importance of his work when it is finally done.
- Convey the reactions of customers and others to him whenever you get such information.

Buffer his contact with others. Some people just don't understand the nature of the creative process.

That's why it is wise for the superior to act as a buffer between the creative man and those who don't "like the fuss and fol-de-rol."

For example, there were frequent complaints about the advertising department in one firm. The people there just seemed "to be taking it easy" all the time.

The advertising manager stepped into the breach. "A man who's just finished a terrific ad that filled all his waking thoughts for six weeks needs a tapering-off period. Matter of fact, 'X' isn't idle. He's got a new assignment that he's just starting on."

If others complain that the creative man sets a bad example for their people, make these points:

1. The inconsistency of his habits is necessary to his achievement of valuable ideas.
2. His impatience with others comes from deep absorption in a task, not personal animosity.

Often the man's accomplishments will form the best basis for your defense to those who criticize his habits.

Give him time alone. The creative man contributes most when he has time for "lone wolf" thinking.

However, several such persons, coming together after individual study can often accomplish more than if they had been working together from the outset.

Avoid challenges to the person. No creative person functions well when his own well-being as well as his mind is being challenged.

(Lawyers seldom try their own cases; surgeons usually don't operate on members of their own families.)

"No creative individual can function well when he is too frightened, too insecure, too emotional or too anything else," explains psychologist Edwin Tolman. The problem to be solved creates enough tension. Excessive tension narrows creative potential.

It is true that the need to prove one's self often leads to a great burst of productiveness. But it is less true in areas where quiet thought is more important than aggressiveness.

Tolerate failure. Harsh judgment of unworkable ideas can stifle future creative effort.

Naturally you can't tolerate more

How American Cyanamid Co. correlates its management and creative titles

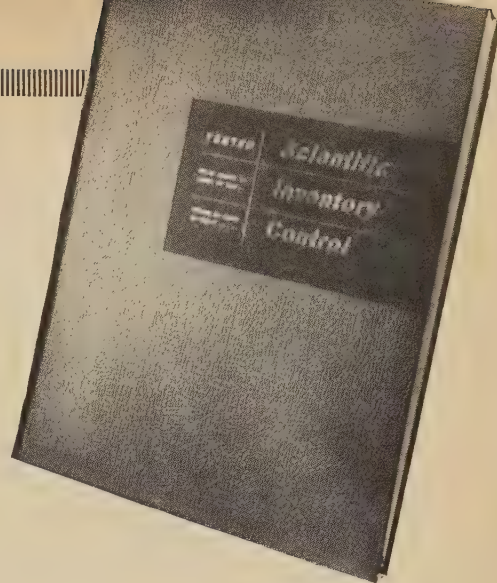
One way to get profits without problems from creative people is to use status to motivate them. American Cyanamid gives its deserving creative personnel titles which correspond in importance to those of management, but which do not entail managerial duties.

Moving a creative man into an administrative job can often hurt you two ways, say the experts. You lose a good creative man by requiring him to carry out a wealth of administrative details and sometimes you get a pretty poor manager.

Level	Management title	Professional (scientific) title
8	Director of department	Senior research fellow
7	Manager of section	Research fellow
5 & 6	Group leader	Research associate
3 & 4	-----	Research scientist A & B
1 & 2	-----	Scientist A & B

SLASH THE COST OF CARRYING INVENTORY

with this remarkable "how-to" book



The first book on scientific inventory control written
for the practical operating man

HERE IS THE FIRST and only book on *mathematical* inventory control written for the man who must do the job himself. It is not a text book—nor is it a theoretical study. Instead, it plunges directly into the heart of your problem—HOW MUCH to make or buy, and WHEN to make or buy it.

Scientific Inventory Control shows how modern business mathematics can give you the answers to these questions—but you don't have to be a mathematician to read and use this handbook. 86 easy-to-understand tables and figures "lead you by the hand" through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

You will find valuable guides on how to establish the proper safety margins to avoid out-of-stock situations . . . how to evaluate the quality of lead-time data . . . how to compute order quantities when usage is variable . . . how to handle the quantity discount problem . . . how to make a scientific inventory study. And you'll understand the practical language because *Scientific Inventory Control* was written by a practical operating man—Evert Welch, Director of Procurement, Aeronautical Division of Minneapolis-Honeywell.

Don't pay unless you're satisfied

You can prove to your own satisfaction that this new book will save you

money—without risking a cent. Glance at the table of contents below. If the subject matter seems to fit your firm's problems, fill in the coupon below. We will send you your copy of *Scientific Inventory Control* promptly. Examine the volume for 5 days, test out a few of its formulas, satisfy yourself that you can use it profitably to reduce inventory levels. Then, if you are completely satisfied, send us a check for \$12.50. Otherwise, return the book without obligation.

Reconciles the conflict between production and procurement

You've heard the argument between production and purchasing men.

The purchasing department says: "Why can't we buy in larger quantities . . . why must the requisitions for the same item be placed repetitively?"

The production department says: "Why can't Purchasing understand that inventories cost money . . . that profits result from inventory turnover?"

Scientific Inventory Control will reconcile these two points of view in the only positive, practical way—with mathematical proof that can be readily understood and applied to standard material items as well as items subject to frequent change.

TABLE OF CONTENTS

Chapter I—introduction to scientific inventory control Why formulas are advantageous in the determinations that create inventory, and why the usual approaches may fail.

Chapter II—distribution - by - value in inventory How to analyze inventory in terms of relative annual usage to properly allocate emphasis to various parts.

Chapter III—working and safety stocks How to identify the two segments of any inventory: stock for usage and protection against stockout.

Chapter IV—an initial approach to the order quantity decision How to make cost reductions in working inventory without making the usual cost studies of carrying inventory or order placement.

Chapter V—the usual approach to scientific order quantity formulas How to derive the standard formulas from cost data and how to determine the proper values for that data.

Chapter VI — order quantity formulas, tables, graphs, nomo-

graphs and rules How to make and use a large variety of tools for order quantity determination.

Chapter VII — order quantity formulas under variable unit costs or quantity discounts How to modify order quantity decisions where there are tooling or setup charges or where the price changes at fixed quantity discount points.

Chapter VIII — order quantity formulas under variable usage How to use order formulas where the projected usage is a variable.

Chapter IX — order quantity and the electronic computer How the computer of the future will make analyses.

Chapter X — scientific order quantity summarized How to anticipate some problems of scientific order formula.

Chapter XI — an introduction to scientific reorder point theory Why the reorder point decision is important in inventory and how it creates a buffer stock for the reduction of inventory failures.

Chapter XII — the importance of leadtime in the reorder point problem How to evaluate leadtime data in the determination of reorder points.

Chapter XIII — the importance of usage in the reorder point problem How to evaluate usage data in the determination of reorder points.

Chapter XIV — The importance of order frequency in the reorder point problem Why stock failures as a percentage of the number

of orders is only a partial answer to satisfactory inventory performance.

Chapter XV — safety stock formulas and applications How to prepare a formula for manual or data computer use and for overall improvement of inventory performance.

Chapter XVI — making an inventory study How to make use of scientific principles in a typical application to a simple inventory.

Management Publishing Corp.
22 West Putnam Avenue, Greenwich, Connecticut

B-11

Please send me a free-examination copy of *SCIENTIFIC INVENTORY CONTROL*. At the end of 5 days, I will either return the book, or send you, \$12.50.

Name

Title

Firm Name

Street Address

City & State



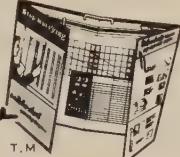
"Slickest visual control..."

...say hundreds of users. Entries made directly with marking pencil on a rolling "Mylar" sleeve which moves with time, bringing deadlines constantly closer. Entries easily erased with the swish of a cloth.

Send for **FREE GUIDE to Control Methods**

with full-scale, sample chart section

Shows how Rol-a-chart controls 22 different items: orders, production, data processing, maintenance, dispatching, sales, etc. Also expert consultation service with no obligation.



Rol-a-chart T.M.

Conley, Baltzer & Steward

494 Jefferson St., San Francisco 9
(Circle number 153 for more information)



Award-winning 112-page

Minnesota SITE BOOK

Site-see from your desk! This factual brochure shows with photos latest industrial details of 123 Minnesota cities, and lists 424 current site areas with name of local contact. Write, on your firm's letterhead:

Dept. of Business Development
State Capitol, Dept. 441, St. Paul 1, Minn.,
(Circle number 178 for more information)

than a given amount of failure from any one person. But if you want the most from your creative people, it's best to allow them a greater quota of errors than others whose jobs may be more routine.

Otherwise, fear of failure prevents true creative initiative.

Says one sales manager: "Remember, the brightest remark ever made might sound limp and foolish out of context. Our most effective sales campaign to date grew out of a curious idea that would have been considered a joke if suggested in a meeting."

One manager, experienced in working with creative men, adds this caution: "For many creative people, apparent failures are merely steps to the eventual success."

Respect outside activities. Many creative people join outside organizations for the status connected with "professional" groups.

Some companies resist such activities. They feel these organizations consume too much of the man's energies. In some extreme cases, outside interests have been viewed as a kind of disloyalty to the company.

If such activities interfere with the man's completion of his work, naturally they should be curbed.

But you are more likely to derive dividends from these activities—through the enrichment of the man's thinking—if you make it clear the company does not resent his periodic cruising in other waters.

Provide special direction. No creative person is thoroughly submissive. If he were, he would not have the initiative to venture among new ideas.

But it is your job to steer him toward the goals you want to reach.

Over-direction or authoritative-ness might kill his personal initiative. But if you are too lax with him, he is liable to get completely off the track.

Psychological studies show that "propositional" leadership—the middle road between firmness and permissiveness—works best.

Provide him with firm goals and suggested courses of action. Let him explore new or alternative courses, subject to your approval.

To get the most from creative

RATING FOR TESTS ON PAGE 97

As indicated, Tests I, II and III are not susceptible to simple rating. However, here is the number of ideas that a cross-section of supervisors gave on each item:

TEST I

Item 1—5 to 12 answers

Item 2—4 to 14 "

Item 3—3 to 8 "

Their answers included statements like: "Sleep in shifts for protection" ... "Violent rain extinguishes the fire" ... "Old Flame opens letter and quickly disposes of it."

TEST II

Item 1—3 to 5 answers

Item 2—3 to 5 "

Item 3—3 to 4 "

Item 4—2 to 5 "

Sample answers are: "Rich holiday food ruined enamel—caused decay" ... "More men wear hats—bad for hair" ... "People living near rivers like small potatoes" ... "White has traditionally been a sign of wealth in San Francisco."

TEST III

Item 1—2 to 8 answers

Item 2—5 to 10 "

Item 3—3 to 13 "

Answers included: "sewer pipe" ... "As temporary pin curlers" ... "shoe inner sole."

TEST IV

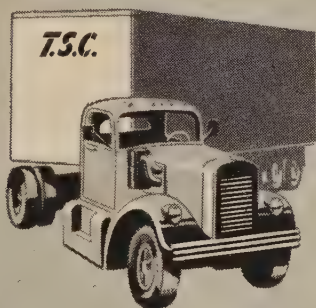
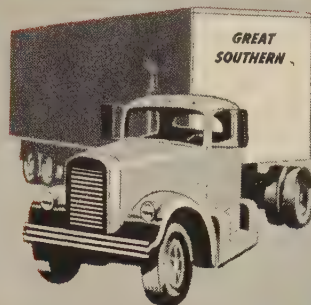
Dr. Harrison Gough of the University of California has found that the most creative and original people usually give the following answers: 1—False; 2—False; 3—False; 4—True; 5—True; 6—True; 7—True.

people is a managerial function. One authority likens the managerial task to that of an opera manager. "A successful opera manager is one who thinks of prima donnas not as a nuisance, but as an asset that he is paid to govern well."

What can you really "get" from creative people? There's no limit.

As Brookhaven Laboratory's world-famed physicist, Dr. Donald Hughes, says, "This [creative] man has different problems and different needs. But give him a few facilities and an understanding management, and he'll work for you night and day without letting up. He's one individual who can't stop working because he can't stop thinking." ■

Reprints of this story are available. See page 106.



YOU'LL SOON BE SEEING A NEW NAME

*on the nation's highways. Great Southern Trucking Co. and T.S.C. Motor Freight Lines, Inc., both subsidiaries of Ryder System, Inc., will now be known as **RYDER TRUCK LINES, INC.**, offering fast, safe service from Texas to the Eastern Seaboard.*

Other divisions bearing the "Big R" symbol are Ryder Tank Line (in 27 states), Ryder Truck Rental (throughout U.S. and Canada) and Ryder Leasing, Inc. (all types of equipment in U.S. and Canada).

General Offices:

ENGLE BUILDING, P. O. BOX 33-816, MIAMI, FLA.

RYDER TRUCK LINES



DIVISION OF RYDER SYSTEM

(Circle number 157 for more information)

Floor Maintenance Automation

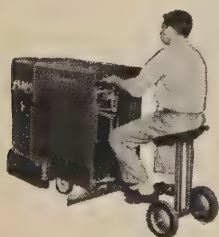


8 $\frac{1}{4}$ Man Hours In One!

The new Advance "Convertamatic" scrubs and vacuums 12,500 square feet of floor an hour—over eight times the area one man can clean with 19" floor machine and vac!

Here's a one-man floor cleaning gang that operates at a finger's touch. In one pass it lays solution, scrubs, vacuums and dries. Or, also in one pass, it dry-polishes and vacuums. Goes forward or back—from slowest walk to a near trot. It turns on a dime . . . operates on pennies . . . and saves dollars and dollars of costly labor. Call or write for full details today!

- Gasoline, propane, electric and battery models available.
- Fully variable speeds, forward or reverse.
- Brush pressures can be varied from 0-160 lbs.
- Double-bladed suction squeegee dries floors 50% faster.
- Exclusive "Powerflo" drive—no clutch, no differential.
- Twin brushes cut big 24" swath.
- 12 gal. solution tank.
- Choice of 12 or 16 gal. recovery tank.
- Lease and Finance Plans available.



Why walk when you can ride?
Optional sulky attachment takes the fatigue out of floor care . . . increases efficiency and output.

ADVANCE FLOOR MACHINE CO.
132 Industrial Center
SPRING PARK, MINNESOTA

ADVANCE

ADVANCE FLOOR MACHINE CO.

132 Industrial Center
Spring Park, Minnesota

Yes, I'd like full details on the Convertamatic. I understand there is no obligation.

Name.....

Address.....

City.....State.....

(Circle number 103 for more information)

How to get new business

(Continued from page 46)

ties they are able to come up with for me.

An insurance agent discovered a little psychological trick that works wonders with his list of clients.

"I don't just ask for referrals," he explains. "I show them a list of 25 names that I've already collected and ask them to help me bring the list up to 25. There's something about challenging a man to complete my list that gets under his skin. At any rate, this simple method usually gets me all the prospects I can handle."



REMIND HIM HE'S ENJOYING WHAT YOU'VE SOLD HIM

"Mr. Carter, I'm sure that you now realize what a cost cutting convenience a National dictating machine is. Just imagine multiplying the savings by the number of executives that you have in your firm!"

"You've already made a nice profit on your investment in this fund. Another one, begun now, could assure your son's college education."

"Your hi-fi set has given you hundreds of hours of listening pleasure. With this stereo attachment, you can continue to enjoy the last word in musical fidelity."

A brief recapitulation of benefits can frequently fan new desires in your customers.

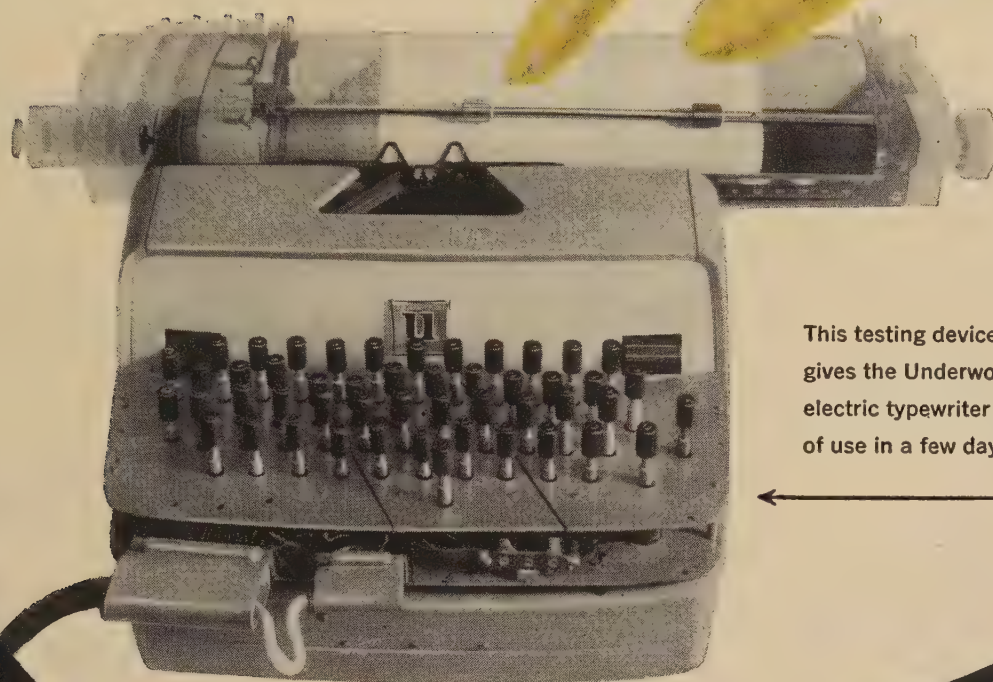


TALK TO HIS STAFF

Find out the latest news in their departments . . . problems they would like to see solved. Communications are sometimes poor within a large company. If you can tell a purchasing agent, "Engineering says your new Gizmo 88 is ready for production—here's the perfect package for it," he is more than likely to be impressed by your up-to-date knowledge of his needs. Possibly to the point of handing you the order.

(Turn page

UNDERWOOD'S GOLDEN TOUCH PROTECTS
A 64 YEAR REPUTATION FOR RELIABILITY...



This testing device
gives the Underwood
electric typewriter years
of use in a few days.

After 25 million typing strokes, all this underwood electric needed was a little oil!

Before approving the new Documentor*, Underwood researchers packed years of typing into a series of rugged endurance tests.

What did they prove? Not a hint of motor noise no matter what the strain. Air cushioned carriage return still smooth after millions of keystrokes. Print-perfect alignment from start to finish.

In other words, like all Underwood business machines, this electric typewriter stands up!

By emphasizing, first, dependability and then simplicity, Underwood offers remarkable new products.

✱ ✱ A compact data processing "package" to cut clerical costs in any size company.

✱ ✱ A desk-size computer for virtually any firm employing over 100 persons.

✱ ✱ An all-electric adding-subtracting machine so compact it fits in your hand.

There are more, of course, and still more on the way. For simpler, less costly ways to master paperwork, call Underwood. The advice you'll receive is based on 64 years of experience. Products are backed by over 2000 expert servicemen.

*An Underwood Trademark

underwood



TYPEWRITERS



ADDING AND ACCOUNTING



DATA PROCESSING



SUPPLIES



ELECTRONIC CALCULATOR

Business machines and systems to master your paperwork

100

PRACTICAL SOLUTIONS

TO MANAGEMENT PROBLEMS
Find them in—

THE DECISION-MAKERS

by Richard R. Conarroe, Editor
of Management Methods Magazine

Sixteen idea-packed chapters reveal the professional manager with his sleeves rolled up, making the kind of imaginative decisions that bring a company out on top.

You'll want to read **THE DECISION-MAKERS** for pleasure and profit

Because—

It gives you some of the country's most dramatic case histories of modern managers in action.

Follow these top flight executives as they show you by their own example

HOW TO—create tomorrow's sales now... predict and reach distant growth goals... build a management staff... handle public and private finance... win cooperation from your union... get a new plant with no capital outlay... work harder without ulcers

and scores of other real problems with solid, imaginative solutions.

THE DECISION-MAKERS is expanded from the now famous series in Management Methods Magazine, "Profile of a New Kind of Manager." Together with narrative case studies, it contains how-to interviews with men like Lawrence Appley of the American Management Association.

This big 8½" x 11" book is fully illustrated and beautifully bound in two editions:

Standard*—blue Fabrikoid,
silver stamped \$10
Deluxe—genuine pigskin, your name
stamped in gold \$15

*10-day free trial basis. Quantity discounts.

An appropriate gift for business associates,
management team, college library.

ORDER YOUR PERSONAL COPY NOW!

Bureau of Business Practice, 513 Garfield Ave.
New London, Conn.

Please send me on 10-day free trial
copies of Standard edition of **THE DECISION-MAKERS**.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

☐ Bill me ☐ Bill company ☐ Check enclosed

How to get new business (Continued from page 102)



HELP HIM SELL MORE

Do you know of a new merchandising technique that will give your customer's sales a lift? Do you have any ideas on how he can meet—and beat—competitive claims? Can you show him the way to new markets? Anything you can do to help him sell more automatically helps you sell more.

Many a successful salesman keys his selling to related products and current events.

At a time when the country was glutted with potatoes, for example, a salesman for Best Foods, sellers of Hellmann's Mayonnaise, whipped up home-made signs that read, "Spud Salad Sale," and distributed them among his foodstore customers. The idea sold such large quantities of mayonnaise that the home office adopted the idea, gave it a professional look, issued a free folder offering 12 mayonnaise recipes—including "Spud Salad"—and spread it far and wide.

While his timely promotion didn't solve the potato problem, that salesman's idea did boost his own and his company's volume substantially.

Your salesmen can do the same by helping the customer to polish his advertisements... build a mailing list... set up attractive displays... peg promotions to local or national events... tap new markets for his product or service—even develop new products.



KEEP TABS ON THE COMPOSITION

Are any of your customers' other suppliers falling down on the job? Turn their weaknesses to your advantage. If their service is poor, your salesman's eagerness to oblige can shine all the more by compari-

son. Have him search for ways to serve the customer better and when he finds these ways, have him seize them. No need to knock your competitors when you can outdeserve them.

In short, the real secret of picking up more business from your old accounts is *creative* salesmanship, a rediscovery of the axiom, "The more you give, the more you get." ■

STORE 'EM

PRONTO

FILE 'EM

PRONTO

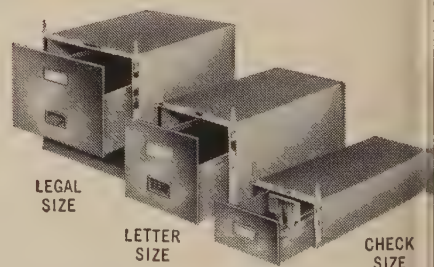
FIND 'EM

PRONTO

Free your expensive files by transferring your old records into low cost Prontos and use your expensive steel cabinets over and over again.

20 DIFFERENT SIZES

a size for every office record



Find out why top companies everywhere use PRONTO STORAGE CABINETS for their old records. Fill in the coupon below and attach it to your letterhead... We will arrange a Pronto Demonstration at your convenience.

PRONTO FILE CORPORATION

415 Madison Avenue, New York 17, N. Y.

- ☐ Please send me your latest Pronto catalog.
☐ Have your representative call for demonstration.

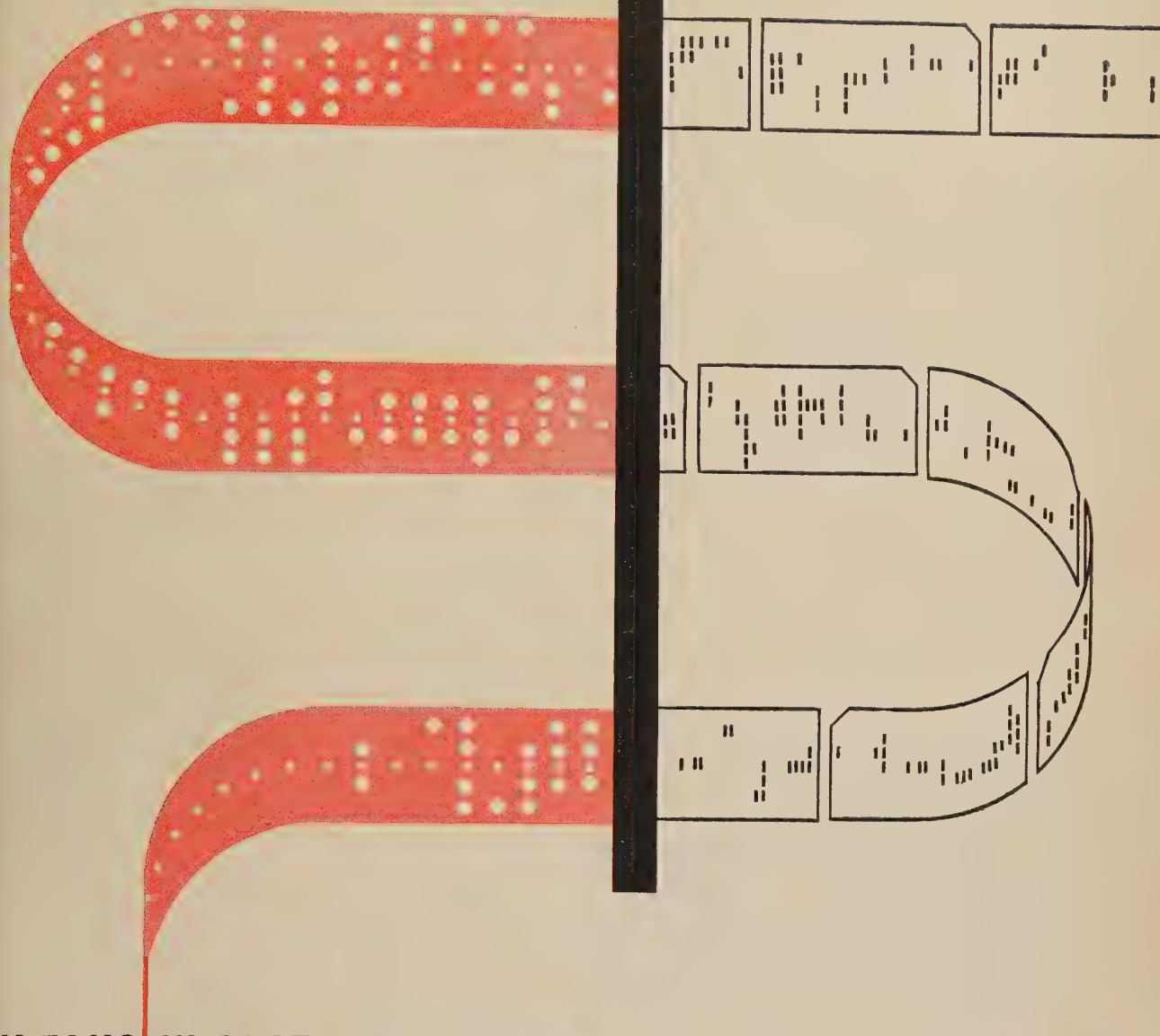
Name _____

Address _____

City _____ Zone _____ State _____

(Circle number 151 for more information)

MANAGEMENT METHODS



NEW PLUG-IN ACCESSORY ECONOMICALLY ADAPTS CARD PUNCH FOR AUTOMATIC TAPE-TO-CARD AND CARD-TO-TAPE CONVERSION

Users Report Optimum Equipment Flexibility and Substantial Savings

At last! A simple and practical solution to tape-to-card and card-to-tape conversion. Just connect a Systematics tape or card converter to your card punch equipment and you're ready to automatically produce either punched card or 5 to 8 channel punched tape. When the card punch is not being used for automatic conversion, it can be utilized for manual key punching.

Systematics converters are available now! In minimum time, without costly installation and delays, you can be ready to start card and tape conversion. The low purchase price of Systematics converters is quickly amortized...and you avoid additional rental encumbrances.

Only Systematics offers you these efficient and economical conversion systems. Get the full details today by calling your local Systematics representative or writing to the address below. Information on other systems for automatic office operations available also on request.

SYSTEMATICS, INC.

A Subsidiary of General Transistor Corp.

10 East 40th Street • New York 16, N. Y.

WORLD LEADER IN ELECTRONIC BUSINESS MACHINE INTERCOUPLERS

(Circle number 161 for more information)

WHICH OF THESE TOP ARTICLES DID YOU MISS?

Many MANAGEMENT METHODS articles—usually the best ones—are reprinted to fill special demand.

Here is a list of available reprints. As long as supplies last, you may order copies—in any combination of quantities—at the following rates:

Any five reprints\$2.50
Up to 10 reprints\$4.50

Up to 15 reprints\$6.00
Up to 20 reprints\$7.00

Up to 25 reprints\$7.75
More than 25 reprints25¢ each

Number

8. Increase productivity 50% in one year with sound wage incentives

Worker productivity and employee earnings go up dramatically while unit labor costs drop with a solid wage incentive plan. A new study proves it.

11. Lease it—don't buy it

The cash-conscious businessman can often free working capital and get tax savings if he leases equipment. These cases show how.

12. How to take the tension out of your job

Tension slows you down. You'll do a better job, reap the added benefits of longer life, better health if you get rid of tension. Here's how to do it.

13. How to get attention with a news release

From the survey of what editors want in a news release, you can find many helpful tips that can improve your releases' chances of publication.

14. What to do after a fire

Any fire is costly. But you can minimize its effects before it starts and after it's out. Here are cost saving ideas to keep handy in case of fire.

17. How to pack more power in your words

One measure of your executive ability is how well you get your ideas across. Here are eight guides you can use to get more meaning in your words.

19. How to size up a man in 16 minutes

You haven't got all day to interview job applicants. Here are eight questions to ask that will give you a quick idea as to whether the man is right for your firm.

20. 18 telephone shortcuts to sales

Selling by phone can cut your sales costs and often get results where chest-to-chest selling failed. Here are 18 telephone sales tips your salesmen can use.

21. How to speak so people will listen

A pleasant voice attracts listeners. But you don't have to be born with one. Take these simple actions to improve your voice and get yourself listened to.

22. Will work music really cut your labor costs?

Work music: cost cutter or frill?

This article tells you the results work music can produce, how much it costs, where it works and where it doesn't.

23. Why forecasts fail

Forecasts often fail because decision-makers overlook their limitations. These examples will help you sharpen your decisions based on forecasts.

24. Office space changes can be painless

It's usually expensive to change your office layout. But this common sense modular basis of office design can save you money—and time.

25. 15 ways to develop managers

Here are 15 tested ways to develop management skill at all levels in your firm. If you can't use these specific ideas, they will spur lots of others.

26. How to manage research and development

Improved management of research equals better research results. Measure your research management against the tested methods outlined here.

27. How to rate an advertising agency

Your present ad agency is probably best for your firm. Use this checklist to be sure—or to rate other agencies that may court your business.

28. Stop wasting your time, Mr. Executive

Many efficient managers are trapped into overtime because they waste time. Here's how to stop that costly waste and cut unnecessary hours on the job.

29. How to design profits into your products with value analysis

Value analysis, originally an engineering concept, brings big profits when used to improve product design. These cases show how the concept works.

30. How to improve your selection of advertising media

Good ads in the wrong media produce poor results. This article tells why so many ads are in the wrong places and what to do about it.

AND IN THIS ISSUE

31. How to make a merger

At the stroke of a pen, you can achieve results through a merger that often take months or years to accomplish. But it's how you do it that counts. Here's how to avoid the pitfalls and make a merger profitable.

32. How to get profits—not problems—from creative people

Creative people can bring big profits—and big problems. Here's how to find the creative people in your company, overcome the problems they present and steer their creative drive.

Use this coupon to order your reprints. Remittance must accompany orders under \$6. No stamps please.

Reprint Number: _____ Quantity: _____

Total ordered: _____
Total cost at quantity rates: _____

Management Magazines, Inc.
Rm. 11, 22 W. Putnam Ave., Greenwich, Conn.

Please send me the reprints I have indicated at left. If my order is for less than \$6, I enclose remittance. Otherwise—

☐ bill me ☐ bill my company

Name _____

Title _____

Company _____

Address _____

City _____ Zone _____ State _____

Key	Advertisers	Page
100	Acco Products, A Division of Natser Corp. Agency: Geer, DuBois & Co., Inc.	31
101	Acme Visible Records, Inc. Agency: Cargill, Wilson & Acree, Inc.	79
102	Addressograph-Multigraph Corp. Agency: The Griswold-Eshleman Co.	23
103	Advance Floor Machine Co. Agency: Pidgeon Savage Lewis, Inc.	102
104	All-Steel Equipment, Inc. Agency: Marsteller, Rickard, Gebhardt & Reed, Inc.	25
105	American Building Maintenance Co. Agency: Richard N. Meltzer Adv., Inc.	34
—	American Telephone & Telegraph Co. Agency: N. W. Ayer & Son, Inc.	28
107	Arriflex Corp. of America Agency: Advertising Aides	95
108	Atlantic Coast Line Railroad Agency: Tucker Wayne & Co.	4
109	Baltimore Business Forms Co. Agency: VanSant, Dugdale & Co., Inc.	86
110	Bentson Mfg. Co. Agency: J. D. Culea Advertising	20
—	Bureau of Business Practice	104
111	Burroughs Corp. Agency: Campbell-Ewald Co.	9
112	Calculagraph Co. Agency: Carpenter-Proctor, Inc.	84
113	The Celotex Corp. Agency: MacFarland, Aveyard & Co.	15
114	Cole Steel Office Machines, Inc. Agency: Daniel & Charles, Inc.	71
115	Colonial Inn Agency: Alfred L. Lino & Assoc.	107
116	Comptometer Corp. Agency: MacFarland, Aveyard & Co.	85
117	Control Systems, Inc. Agency: George V. McIntyre	73
118	Corry Jamestown Corp. Agency: Ketchum, MacLeod & Grove, Inc.	back cover
119	Cramer Posture Chair Co., Inc. Agency: Allmayer, Fox & Reshkin, Inc.	68-69
120	DeJur-Amsco Corp. Agency: Friend, Reiss, Inc.	21
175	Delta Airlines Agency: Burke Dowling Adams, Inc.	56
	A. B. Dick Co. Agency: Fuller & Smith & Ross, Inc.	
121	Offset	33
123	Photocopy	74-75
124	Ditto, Inc. Agency: Fulton, Morrissey Co.	87
169	DuKane Corp. Agency: The John Marshall Ziv Co.	64
125	Equipto Agency: Arthur R. Mogge, Inc.	88
126	Farrington Mfg. Co. Agency: N. W. Ayer & Son, Inc.	10
128	General Aniline & Film Corp. Agency: Benton & Bowles, Inc.	89
130	General Binding Corp. Agency: George L. DeVille, Adv.	94
129	General Fireproofing Co. Agency: The Griswold-Eshleman Co.	59
131	Georgia Dept. of Commerce Agency: Eastburn-Siegel Adv.	5
127	Gevaert Co. of America Agency: Gaynor & Ducas, Inc.	26-27
132	Globe-Wernicke Co. Agency: Strauchen & McKim Adv.	inside front cover
133	Graphic Systems Agency: Diener & Dorskind, Inc.	72
134	Haloid Xerox Inc. Agency: Hutchins Adv. Co., Inc.	76
135	Harter Corp. Agency: The Jaqua Co.	80
136	Heyer Inc. Agency: The Biddle Co.	83
137	Indiana Dept. of Commerce Agency: Mark Gross & Assoc.	2
170	Keith Clark, Inc. Agency: Laux Adv., Inc.	67

FOR YOUR NEXT CONVENTION OR VACATION



- ★ Directly on the Gulf of Mexico ★ 200 Magnificent Rooms and Apartments at Reasonable Rates
- ★ 300-ft. Private Beach ★ 2 Pools ★ Coffee Shop
- ★ Dining Room ★ Cocktail Lounge ★ Delicious Food
- ★ All-Star Entertainment ★ TV and Movie Theatre
- ★ Dancing ★ Diversions for Tots and Teenagers
- ★ Free On-Premises Parking Right at Your Door

**PERFECT
ALL YEAR
'ROUND!**



For Color Brochure
Rates & Reservations

WRITE — WIRE — 'PHONE

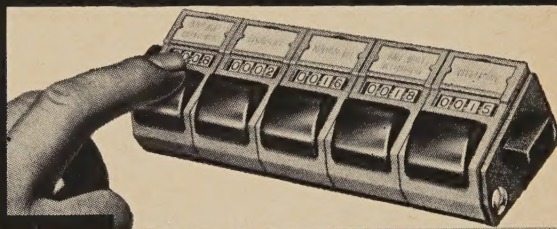
JOHN M. ASTARITA, Managing Director

COLONIAL INN • ST. PETERSBURG BEACH • FLA.

(Circle number 115 for more information)



YOU have a use for a VARY-TALLY by Veeder-Root



Yes, you can use a Vary-Tally in your business! Maybe you'd use it for cost control or order analysis. Maybe it would count telephone calls. Maybe you'd use it for paperwork control or quality control. No matter how you use counting in your business — you'll do it easier with a Vary-Tally.

Compactly set up in easy-to-use, easy-to-read tiers, Vary-Tally can be supplied in nearly any combination of units. You can use a Vary-Tally in your business — let us show you how. Write for complete details.



"The Name That Counts"

Veeder-Root
INCORPORATED
HARTFORD 2, CONNECTICUT

VR-72

(Circle number 164 for more information)

Key	Advertisers	Page
138	Kidder, Peabody & Co., Inc. Agency: Doremus & Co.	7
139	James Lees & Sons Co. Agency: N. W. Ayer & Son, Inc.	60
140	The Leopold Co. Agency: The Biddle Co.	108-inside back cover
141	Mac Panel Co. Agency: Lavidge & Davis, Inc.	24
—	Management Magazines, Inc.	72, 106
—	Management Publishing Corp.	99
178	State of Minnesota Agency: Bozell & Jacobs, Inc.	100
142	P. O. Moore, Inc. Agency: The Gerald F. Selinger Co. National Cash Register Co. Agency: McCann-Erickson, Inc.	67
143	Office Machines	1
144	Paper	82
174	Newsweek Agency: Maxwell Sackheim & Co., Inc.	65
145	Old Town Corp. Agency: LaPorte & Austin, Inc.	73
146	Oxford Filing Supply Co. Agency: Kelly, Nason, Inc.	32
147	Pennsylvania Dept. of Commerce Agency: Bachman, Kelly & Trautman, Inc.	30
148	Philco Corp. Agency: Maxwell Assoc., Inc.	90
149	Pitney-Bowes, Inc. Agency: L. E. McGivena & Co., Inc.	96
150	John Plain & Co. Agency: Frederick Asher, Inc.	11
151	Pronto File Corp. Agency: Daniel & Charles, Inc.	104
152	Radio Corp. of America Agency: Al Paul Lefton Co., Inc.	70
153	Rol-A-Chart Div. Agency: Conley, Baltzer & Steward Royal McBee Corp.	100
154	Data Processing Div. Agency: C. J. LaRoche & Co.	57
155	Royal Typewriter Co. Agency: Young & Rubicam, Inc.	6
156	Roytype Supplies Agency: Young & Rubicam, Inc.	78
157	Ryder Systems, Inc. Agency: Grant Adv., Inc.	101
158	San Jose Chamber of Commerce Agency: Long Adv., Inc.	17
—	School Management Magazines, Inc.	81
167	Shaw-Walker Co. Agency: J. Walter Thompson Co.	12-13
179	Sheraton Corp. of America Agency: Batten, Barton, Durstine & Osborn	8
177	Standard Change-Makers, Inc. Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	22
172	Stenocord of America, Inc. Agency: McCann-Erickson, Inc.	18-19
160	Stromberg-Carlson Agency: The Rumrill Co., Inc.	16
161	Systematics, Inc. Agency: Smith, Winters, Mabuchi, Inc.	105
162	Underwood Corp. Agency: J. M. Mathes, Inc.	103
163	United States Rubber Co. Agency: Fletcher Richards, Calkins & Holden, Inc.	63
164	Veeder-Root, Inc. Agency: Sutherland-Abbott	107
176	VISRecord, Inc. Agency: Malcolm W. McClellan, Adv.	97
171	Wassell Organization Agency: Wade, Woodward & Whitman	67
165	Weber Marking Systems, Inc. Agency: Stoetzel & Assoc., Inc.	58
166	Williams & Anderson Co. Agency: Dean & Herr, Inc.	95
173	The Wright Line, Inc. Agency: Cooney & Connor Adv.	66
168	Yawman & Erbe Mfg. Co., Inc. Agency: The Rumrill Co., Inc.	35

*We invite you to see
The Template Group by Leopold
on display
at these dealers showrooms*

ALA. Dothan—Hudson Office Supply Co.
Mobile—Waller Brothers, Inc.
Montgomery—Mercantile Paper Co.
Phoenix City—Barbee Fixture Mfg. Co.

ARIZ. Phoenix—PBSW Supp. & Equip. Co.
Prescott—Peterson, Brooke, Steiner
Tucson—Howard & Stofft
Yuma—Yuma Stationers

ARK. Little Rock—Parkin Prtg. & Staty. Co.

CALIF. Anaheim—Anaheim Office Eq. Co.
Bakersfield—Valley Off. Sup. Co.
Fresno—Healey & Popovich
Glendale—Hopper's Office Furn.
Long Beach—Belcher & Schacht
Los Angeles—Pacific Desk Co.
Oakland—Beier & Gunderson of Oakland, Inc.
Riverside—Stockwell & Binney
Sacramento—Capital Off. Equip., Inc.
San Bernardino—Stockwell & Binney
San Diego—Austin Safe & Desk Co., Ltd.
San Francisco—Beier & Gunderson
San Jose—Kennedy Business Mach. Co.
Santa Barbara—Ebersole Off. Mach. Co.

COLO. Denver—W. H. Kistler Staty. Co.
Longmont—Chianda-Harris

CONN. Hartford—Barney's of Hartford, Inc.
New Haven—Lubin Office Furn. Co.

D. C. Washington—Chas. G. Stott & Co.

FLA. Bradenton—Bradenton Off. Eq. Co.
Ft. Lauderdale—Dean's Office Furniture, Inc.
Thompson Office Equip. Co.
Ft. Myers—Parker's Book Store
Jacksonville—Sanford-Hall Co.
Mariana—Mariana Off. Supp. Co.
Miami—Blank, Inc.
Orlando—George Stuart, Inc.
Pensacola—Pensacola Off. Equip. Co.
Tallahassee—Commercial Off. Supp. Co.

GA. Atlanta—Ball-Stalder Co.
Office Supply Co.
Athens—The McGregor Co.
Columbus—Columbus Fixture Mfg. Co.
Macon—American Off. Equipment Co.
Savannah—The Review Co.

IDAHO Boise—Syms-York Co.

ILL. Bloomington—Paxton Typewr. Co.
Chicago—Andersen, Riley & Sava
Desks, Inc.
Horder's
Marshall Field Co.
Monroe Furniture Co.
Decatur—Haines & Essick Co.
Kankakee—Byron Johnson
Peoria—Business Equip. Co.
Quincy—Gennings
Rockford—MacFarland Off. Equip. Co.
Springfield—Central Office Equip. Co.
Zion—Burgess, Anderson & Tate, Inc.

IND. Ft. Wayne—O'Reilly Off. Supp. Co.
Indianapolis—Wm. B. Burford Prtg. Co.
South Bend—Business Systems, Inc.

IOWA Cedar Rapids—Morris Sanford Co.
Council Bluffs—Emanines
Des Moines—Storey-Kenworthy Co.
Spencer—Bergstrom Off. Supp.
Waterloo—Latta's, Inc.

KAN. Salina—Consolidated Prtg. & Staty.
Topeka—Thacher, Inc.
Wichita—Bauman Off. Equip. Co.

KY. Louisville—O'Connor & Raque Co.

LA. Alexandria—Garrett Off. Supp. Inc.
Baton Rouge—Louisiana Off. Supp. Co.
Lafayette—General Off. Supp. Co.
Lake Charles—Lake Charles Off. Supp. Co.
Monroe—Standard Off. Supp. Co.
New Orleans—J. D. LeBlanc, Inc.
Shreveport—Castle Printing Co.

ME. Portland—F. O. Bailey Co., Inc.
Bangor—Bangor Office Supply

MD. Baltimore—Baltimore Staty. Co.
Salisbury—White & Leonard

MASS. Boston—L. E. Muran Co.
L. J. Peabody Off. Furn. Co.
Fitchburg—Birmingham Office Equip. Co.
Framingham—H. M. Nichols & Co., Inc.
Pittsfield—E. P. Gowdy Co.
Worcester—Palley Off. Supp. Co.

MICH. Battle Creek—Welliver Bus. Systems
Detroit—J. L. Hudson Co.
Flint—Alex Adams & Co., Inc.
Kalamazoo—Dykema Off. Supp.

MINN. Duluth—Weygant-Goodspeed Co.
Owatonna—Journal-Chronicle
Minneapolis—Miller-Davis Co.
Rochester—Whiting Press
St. Paul—McClain Hedman & Schuldt Co.

MISS. Greenwood—Fisher Staty. Co.
Gulfport—Office Supply Co.
Hattiesburg—Standard Off. Supp. Co.
Jackson—Mississippi Staty. Co.
Laurel—Partlow-Tyler Co.

MO. Kansas City—Duff & Repp Furn. Co.
St. Louis—Lammert Furniture Co.

MONT. Billings—Gazette Printing Co.
Great Falls—Tribune Prtg. & Supp.
Helena—Naegele Ptg. Co.
Kalispell—O'Neil Printers & Off. Suppliers

NEB. Lincoln—Latsch Brothers
Omaha—Orchard & Wilhelm Co.

N. H. Manchester—R. H. Llewellyn Co., Inc.

N. J. Elizabeth—Business Furniture, Inc.
Newark—Max Blau & Sons
Herbert L. Farkas Co.
Spring Lake—J. H. Young's, Inc.

N. M. Albuquerque—Albuquerque Staty. Co.

N. Y. Buffalo—Hoelscher Staty. Co., Inc.
Garden City—J. S. McHugh, Inc.
Mineola—D. Waldner Co.
New York—A. Blank Co.
Business Equip. Sales Co.
Clark & Gibby, Inc.
Driver Desk Co., Inc.
Chas. J. Lane Co.
Metwood Office Eq. Corp.
Pearl Desk Co.
Regan Furniture Corp.
Uneda Office Furn. Co.

Niagara Falls—Geo. H. Courter Co., Inc.
Olean—Hoelscher's, Inc.
Rochester—Heinrich-Seibold Staty. Co.
Syracuse—J. Hillsberg Safe Co.

N. C. Charlotte—Morgan Fixture Co.
Pound & Moore Co.
Wade Mfg. Co.
Fayetteville—Hatcher's
Raleigh—Capital Printing Co.

N. D. Bismarck—Gaffaney & Shipley
Fargo—Gaffney's

OHIO Akron—Summerville's Ohio Off. Eq.
Cincinnati—Globe Off. Equip. & Supp., Inc.
Cleveland—Randolph Desk Co.
Columbus—F. J. Heer Prtg. Co.
Dayton—Seitz & George Office Eq. Co.
Toledo—Newell B. Newton Co.

OKLA. Lawton—Southwestern Staty. & Bk. Sup.
Oklahoma City—House of Wren
Tulsa—Scott-Rice Co.

OREGON Eugene—Koke-Chapman Co.
Portland—Kubli-Howard Co.

PA. Allentown—Royal H. Eckert, Inc.
Harrisburg—Cole & Co.
Lancaster—H. G. Bancroft
Philadelphia—A. Pomerantz & Co.
Pittsburgh—General Off. Equip. Corp.
York—H. G. Bancroft

S. C. Columbia—A. Hines McWaters
S. D. Sioux Falls—Midwest Beach Co.

TENN. Chattanooga—Commercial Staty. & Sup. Co.
Nashville—Hessey Prtg. & Staty. Co.

TEXAS Corpus Christi—John H. Yochem Co.
Dallas—Clarke & Courts
Stewart Office Supp. Co.
El Paso—Norton Brothers
Fort Worth—Stafford-Lowdon Co.
Houston—Clarke & Courts
Wilson Stationery Co.
Lubbock—The Baker Co.
San Antonio—Maverick-Clarke Litho Co.

UTAH Ogden—Weber Off. Supp. Co.
Salt Lake City—Utah-Idaho School Supp. Co.

VERMONT White River Junction—Office Supply Center, Inc.

WASH. Bellingham—Grigg's
Everett—Prieb's, Inc.
Seattle—Bank & Off. Equip. Co.
Spokane—John W. Graham Co.
Tacoma—Puget Sound Off. Eq. Co.

WISC. Green Bay—Stuebe Binding & Prtg. Co.
LaCrosse—Swartz Off. Sup. Co.
Madison—Frautschi's, Inc.
Milwaukee—Forrer Office Equip. Co.
Oshkosh—Scharpf's, Inc.

CAM. Calgary—N. W. Whisla. Furn.
Vancouver—Brownlee Off. Outfitters, Ltd.

(Circle number 140 for more information)



The Leopold Company: fusing delicate design with durability

The Template Group offers a clean, crisp design yet retains the ruggedness of handcrafted cabinetry. To make it affordable even for the general office it is being factory produced in quantity.

Now on display at dealer showrooms listed on the facing page.

(Circle 140 for more information)



You who sit in the seat of decision!
give your office crowd a break with

DORIC
 ...newest office furniture by Corry

From executive suite to the typists' bullpen, the office crowd never had it so good. Never before could so many striking business settings be created so easily at such low cost. The difference is DORIC . . . a new line of office furniture styled to provide a range of exciting design co-ordinates limited only by the imagination of the office designer. ■ Sensitive interplay of line and plane . . . an imposing selection of color, material and finish combinations . . . a happy blend of function with dramatic eye appeal. This is DORIC. This is careful coordination of furniture design to inject personality into the working environment. Make sure you have the new, fact-filled DORIC catalog on file. Write Corry Jamestown Corporation, Corry, Pa.

CORRY JAMESTOWN

